

U.S. GENERAL SERVICES ADMINISTRATION



FY 2023 Congressional Justification

March 28th, 2022

U.S. General Services Administration

SUMMARY of the

Fiscal Year 2023 Congressional Justification

CONTENTS

Summary of Appropriations.....	4
Managing Federal Real Estate	5
Efficient and Effective Acquisition Solutions	6
Innovative Technology	7
Expanded Shared Services.....	11
Advancing Equity	11
Good Accounting Obligation in Government Act	12
Request for New Obligational Authority.....	13
FY 2022 Capital Investment Program	13
GSA Net Budget Authority	14
GSA Total Obligations by Object Classification	15
GSA Total FTE.....	16
Explanation of Changes, Federal Buildings Fund.....	17
Explanation of Changes, GSA Annual Appropriations	18

In this moment of profound potential change, the U.S. General Services Administration (GSA) is uniquely positioned to help the Government improve how it supports its workforce, engages its stakeholders, serves its customers, and delivers for the public. With the funding from this budget request, GSA can partner with agencies to transform their workspaces for the future, making the Federal footprint more sustainable and cutting costs for taxpayers; create new avenues for disadvantaged and underserved communities to benefit from Federal investments and opportunities, improving outcomes for everyone; and modernize the Government's digital infrastructure, making it easier for the American people to simply and securely access the resources they need. This budget request optimizes GSA's performance in alignment with the Administration's highest priorities to address the country's most urgent issues: recovering from the pandemic, tackling the climate crisis, promoting economic opportunity, and advancing equity.

GSA maximizes the effectiveness of public investments with the Federal Acquisition Service supporting more than \$84 billion in contracts awarded Government-wide and the Public Buildings Service effectively managing over 8,300 federally owned and leased properties across the United States and its territories. GSA achieves cost savings and efficiencies through responsible management of Federal real estate, smarter acquisitions, transformative use of technology, and leading best practices across the Government. As GSA delivers on its mission, it strives to make it easier for industry to do business with the Government, while also promoting partnerships with small and innovative entrepreneurs and companies.

In response to input from GSA's partners in Federal agencies, local communities, and the commercial sector, there are four strategic goals that drive the budget request for fiscal year (FY) 2023 while supporting the current Administration's primary objectives.

Strategic Goals

Savings – Save public money through better management of Federal real estate.

GSA will deliver cost savings and value for taxpayers through smart asset management while also providing cutting-edge workplace solutions that help agencies fulfill their important missions.

Efficiency – Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government.

GSA will lead acquisition and procurement strategies that help agencies access inventive and effective commercial solutions, make it easier to do business with the Government, and use its buying power to drive cost savings.

Innovation – Improve the way Federal agencies buy, build, and use technology.

GSA will lead the charge to modernize the Government's approach to technology services. GSA will guide agencies through innovative and efficient technology deployment to meet their missions and fulfill the needs of Americans in a rapidly evolving and complex world.

Service – Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money.

GSA will transform administrative services in the Government by leading the consolidation of common mission-support processes and services across the Government. Implementing this best practice will make these services better, faster, and more affordable while allowing Government agencies to dedicate more resources to their missions.

GSA's unwavering commitment to a culture of high performance and customer focus is reinforced by the agency's values of service, accountability, and innovation that are the key to helping Federal partners deliver on their mission. When GSA does its job well, the American people win.

The FY 2023 budget requests \$1.34 billion in discretionary budget authority for GSA programs. This request includes new investments in GSA's annual direct appropriations to modernize and secure IT systems across the Government, electrify the Federal fleet, streamline the Federal rule-making process, enhance citizen facing products and services that make it easier for the Government to provide them digitally, and make Federal buildings more energy efficient and resilient.

The Federal Acquisition Service (FAS) continues to support efficient and effective acquisition solutions across the Federal Government. In FY 2023, FAS will improve the Federal Marketplace buying experience by consolidating FAS's acquisition vehicles, enhance equity by reducing barriers to small businesses in Federal procurement, and address climate change by investing in zero emission vehicles as well as continuing to incorporate sustainability and climate risk management into the acquisition process.

The Public Buildings Service (PBS) is requesting \$10.9 billion in New Obligational Authority (NOA), which includes \$378 million in net positive budget authority, in addition to a full reinvestment of the estimated FY 2023 revenue and collections expected to be deposited into the Federal Buildings Fund (FBF). At the requested level, PBS will begin to reduce the significant deferred maintenance liabilities, release over one hundred thousand rentable square feet of leased space, and save millions in annual future lease payments. It will also support the Agency's goal to transition to 100% renewable energy in GSA's federally-owned buildings - on the path to 100% carbon pollution free-electricity Government-wide - and allow PBS to guide the Federal Government's post-COVID pandemic efforts and reduce the size of the Federal inventory.

U.S. General Services Administration
Summary of the FY 2023 Request

Summary of Appropriations

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
Federal Buildings Fund (FBF), New Obligational Authority			
Construction and Acquisition	\$ 221,650	\$ 230,000	\$ 408,023
Repairs and Alterations	\$ 619,490	\$ 576,581	\$ 1,751,870
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,771,117	\$ 5,725,464	\$ 5,645,680
Building Operations	\$ 2,560,053	\$ 2,533,444	\$ 2,992,381
Sub-Total, New Obligational Authority	\$ 9,172,310	\$ 9,065,489	\$ 10,866,978
Annual Appropriations, Budget Authority			
Government-wide Policy	\$ 64,000	\$ 64,000	\$ 70,354
Operating Expenses	\$ 49,440	\$ 49,440	\$ 54,478
Former Presidents	\$ 4,400	\$ 5,000	\$ 5,200
Civilian Board of Contract Appeals	\$ 9,301	\$ 9,301	\$ 10,352
Federal Citizen Services Fund	\$ 55,000	\$ 55,000	\$ 115,784
Office of the Inspector General	\$ 67,000	\$ 67,000	\$ 74,583
Asset Proceeds and Space Management Fund	\$ 16,000	\$ 16,000	\$ 16,000
Technology Modernization Fund	\$ 25,000	\$ 25,000	\$ 300,000
Working Capital Fund	\$ -	\$ -	\$ 10,900
Electric Vehicles Fund	\$ -	\$ -	\$ 300,000
Sub-Total, Annual Appropriations	\$ 290,141	\$ 290,741	\$ 957,651
Additional Annual Appropriations, Budget Authority			
Federal Buildings Fund - Infrastructure Investment and Jobs Act	\$ -	\$ 3,418,008	\$ -
Technology Modernization Fund - American Rescue Plan	\$ 1,000,000	\$ -	\$ -
Federal Citizen Services Fund - American Rescue Plan	\$ 150,000	\$ -	\$ -
Presidential Transition	\$ 9,900	\$ -	\$ -
Federal Capital Revolving Fund	\$ -	\$ -	\$ 5,000,000
Sub-Total, Authorization Required	\$ 1,159,900	\$ 3,418,008	\$ 5,000,000
Total Gross Budget Authority	\$ 10,622,351	\$ 12,774,238	\$ 16,824,629

Managing Federal Real Estate

PBS's FY 2023 budget request highlights specific capital investments that achieve immediate value by improving the safety and utilization of Federal buildings and long-term savings generated by reducing the Government's dependence on leasing privately-owned space. The FY 2023 budget request recognizes that at the beginning of FY 2022 GSA had an \$8.8 billion unavailable fund balance, which grew by \$1.2 billion in FY 2021. This fund balance has grown as a result of GSA not receiving appropriations of \$10.3 billion of FBF revenues and collections that could have been appropriated from the FBF as NOA over the past 11 years. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting in the aging Federal facilities occupied by those rent-paying agencies.

Support of PBS's full FY 2023 budget request, including the \$2.2 billion requested for capital program investments, will enable GSA to help address this concern. The FBF request includes \$378 million above the estimated expected revenues PBS projects to collect in FY 2023. This will allow the agency to invest in GSA's federally owned properties and reduce GSA's reliance on leased facilities to deliver the best possible value in real estate management for our partners across Government. GSA will use this funding to begin to reduce its significant deferred maintenance liabilities, which will allow the agency to release over one hundred thousand rentable square feet of leased space and save millions in annual future lease payments.

GSA's FY 2023 Budget request continues to seek investment in the Federal Capital Revolving Fund, to be established within GSA in FY 2023, and is intended to support the execution of the largest civilian real property projects.

As the Government's civilian real estate provider, GSA will play a key role in the transformation of agency space requirements, and the facilitation of the Federal Government's transition to what is likely to be a smaller, less costly real estate footprint as a result of the way the COVID-19 pandemic transformed the way agencies work. As agencies are evaluating their long-term space needs, GSA has an opportunity to partner with its Federal Government occupant agencies in the strategic planning of their future space needs. Between FY 2023 and FY 2027, approximately 45%, or 82.9 million rentable square feet, of leased space will be expiring across the country. Much of this space is prime for potential consolidation into more agile work spaces that will reduce the Government's reliance on more costly leased space.

There are significant opportunities across the PBS portfolio where capital investment can be used to achieve long-term savings by ensuring that its federally owned buildings are able to sustain greater utilization rates by Government employees. Investment in major building improvements, new construction, and consolidation projects will accelerate the reduction of space by increasing space utilization and consolidation opportunities. The primary driver of savings in the PBS portfolio is reducing the amount of space that the Government occupies in leased facilities. In order to improve utilization of and consolidation from leases, it is imperative that GSA has access to capital funds to reinvest in federally-owned properties that will make this transition successful.

Efficient and Effective Acquisition Solutions

GSA is committed to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors. Generating economies of scale is the cornerstone of GSA's acquisition solutions, enabling us to negotiate better prices. Every day, GSA helps its customers make smart purchasing decisions to acquire the goods and services they need.

GSA is dedicated to improving the contract vehicles, services, and products provided to Federal agencies, military, State, and local entities. GSA makes access to the Government market easier, faster, and less costly to providers by designing and delivering solutions that meet customers' current needs and anticipate their future requirements.

GSA will continue to improve the Federal Marketplace to optimize the buying and selling experience by enhancing FAS's acquisition vehicles, focusing on human-centered processes and systems to improve customer experience, and emphasizing workforce readiness. In FY 2023, FAS will focus on improving the Multiple Award Schedule (MAS) supplier onboarding process to streamline GSA's industry partner's experiences with the MAS program. FAS will be improving the digital experience of customers & suppliers by integrating all of FAS' online tools into one seamless digital experience that will support every phase of the acquisition journey. Additionally, FAS will continue to build out the Services Marketplace in FY 2023, a collective of contract offerings and initiatives that supports over 80% of common Federal procurement spending.

GSA will also work to modernize technology to enable more efficient and effective mission-driven acquisition across the Government. This will make interactions easier for Federal agency customers, improving suppliers' experience of doing business with the Government, and giving FAS employees the right tools to support service delivery and perform high-value activities. FAS will continue to develop an enterprise contract writing system and enhance GSA's existing catalog management capabilities, which will enable increased efficiency as well as improve the experience for customers and industry partners navigating the Federal procurement process.

Lastly, GSA is playing a major role implementing many Administration policies because of the reach and impact of its acquisition and technology solutions. FAS ensures statutory and regulatory compliance in all of FAS solutions and it is driving important policies such as improving digital and supply chain security, environmental sustainability, and equity between its stakeholders. FAS is working to leverage acquisition to help the Government identify, deter, and respond to cyber threats. As a consequence, FAS is working to prevent and mitigate risk to the supply chain by establishing processes, leveraging technology, and educating the workforce to mitigate this risk. FAS is working to develop equitable post award support strategies to help increase supplier diversity, simplify proposal submission requirements, and improve the overall customer experience.

Innovative Technology

Technology is critical to how agencies accomplish their missions and serve the public. It is at the core of running mission-support operations, safeguarding critical information, and analyzing program data for agency decision making. Agencies are tasked with achieving an array of critical goals involving enhanced IT security, greater use of cloud-based services, and the overall consolidation and modernization of IT networks. GSA is well-positioned to help agencies meet these goals.

GSA offers the full spectrum of technology assistance, including experts who assess system design, apply user-centered research and design techniques, and ensure alignment with agency needs.

GSA drives more efficient and innovative Government procurement of technology services. GSA improves technology procurements at customer agencies through acquisition consulting and assistance by identifying and incorporating best practices in technology acquisition, offering hands-on assistance to agencies during the acquisition process, and sharing the skills and knowledge developed within GSA across the Federal workforce.

The Technology Modernization Fund (TMF) will continue to drive digital transformation by providing up-front funding for IT projects to move agencies from antiquated legacy systems to more secure modern platforms - and to ensure effective oversight and successful delivery of high-priority investments. GSA's FY 2023 request of \$300 million will help strengthen Federal cybersecurity, retire outdated and obsolete legacy technology systems, and improve mission delivery through accessible and effective services. Through the use of this innovative funding tool, agencies will move to more secure and effective IT systems and infrastructure, such as cloud-enabled technologies and shared services, reducing technical debt and improving mission delivery. Prior to 2021, the Board reviewed more than 50 project proposals requesting over \$550 million; this resulted in 11 approved projects representing \$89 million in active investments. Since the American Rescue Plan (ARP) was enacted, the Board has received over 120 proposals from Federal agencies requesting more than \$2.5 billion in funding. The TMF has

supported nine new modernization projects totalling over \$320 million¹ since receiving the ARP appropriation. With existing proposals in the pipeline and new proposals received on a rolling basis, the TMF plans to allocate the majority of remaining ARP funds and announce additional investment rounds in FY 2022.

The Information Technology Category (ITC) within the Federal Acquisition Service is improving the customer agency buying experience by providing access to quality IT and telecommunications services through multiple acquisition vehicles. These vehicles provide access to small businesses and high quality, innovative suppliers. These contracts will shape and lead future IT category management efforts and facilitate Government-wide IT modernization. ITC's contracts enable faster acquisition, compliance with Federal acquisition regulations, and competitive pricing.

The Telecommunications subcategory within the ITC is focused on the successful transition of Government agencies to the Enterprise Infrastructure Solutions (EIS) contract. The EIS contract is expected to rapidly improve cybersecurity capabilities, introduce Software Defined Networking in Federal agency networks and serve as a vehicle to help agencies achieve Federal IT modernization goals in the telecommunications and enterprise network space. Transitioning to EIS affects more than \$2 billion in Federal telecommunications spending annually and impacts 228 Federal agencies and other Government entities. Many agencies currently rely on the expiring Networkx and Local Service Agreement contracts for mission-critical services such as telecommunications, network connectivity, and cybersecurity solutions. These services must be successfully transitioned before the contracts expire to avoid mission-impacting gaps in service.

The FAS Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management and financial management services for large and complex projects at the best value to the Government. AAS' highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies on the Government's complex IT and cybersecurity challenges.

GSA offers platforms and services that assist agencies in using modern IT tools and practices, including moving to the cloud, authentication and authorization services, system modernizations, and tools to communicate with the public.

As part of the Federal Citizen Services Fund (FCSF), the Technology Transformation Service's (TTS) Secure Cloud Portfolio's FedRAMP program provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. The program has experienced double-digit growth in new products achieving FedRAMP authorization year after year due to increased agency and cloud service provider participation; there was a 27 percent increase in FY 2021 alone. Over 245 unique cloud offerings have gone through the FedRAMP process and have been re-used approximately 3,500 times across the

¹ Figure does not include classified proposals. If you have questions about a classified project, please contact tmf@gsa.gov.

Federal Government. Through the lifetime of the program, it is estimated that the program has helped the Government avoid over \$700 million in one-off Agency assessment and authorization costs.

GSA's FY 2023 request for the FCSF will also provide the resources necessary to unveil and maintain USAGov Reimagined -- a Government-wide platform that includes service completion, interactive tools, revamped content structure, and other user-centered enhancements across the digital portfolio and contact center. Providing trustworthy and intuitive Government information is more important today than ever, making it critical that GSA modernize USAGov. The COVID-19 pandemic illuminated the need for such information when USAGov experienced a 54 percent increase in call-center volume, a 65 percent increase in web traffic, and a 112 percent surge in email inquiries -- resulting in over 130 million interactions with the public. USAGov will play a key role in the Administration's efforts to improve the delivery, efficiency, security, and effectiveness of Government programs, with a commitment to advance equity and enhance the lives of those who have been historically underserved by the Government.

Additionally, the FCSF request also includes funding in its FY 2023 request to modernize Vote.gov. This modernization will support the *Executive Order on Promoting Access to Voting* and ensure that Vote.gov is in compliance with accessibility standards, language translation services, and integrations with the 21st Century Integrated Digital Experience Act. This modernization will allow GSA to deliver a fully accessible platform that serves voters of all backgrounds and capabilities; a multilingual experience that will advance equity of underserved or disadvantaged communities; and a commitment to continuous improvement for the optimal customer experience on Vote.gov.

The Office of Technology Policy (formerly the Office of Information Integrity and Access) within the Office of Government-wide Policy supports and enables agency implementation of Government-wide IT policies and programs. This office helps IT decision-makers address complex Federal IT challenges such as the impact of new and emerging technology (e.g., artificial intelligence, internet of things, quantum computing, etc.) on the Government, Identity, Credential, and Access management, Section 508 compliance, and IT infrastructure modernization.

Within the Acquisition Services Fund, TTS enables the transformation of the way Government agencies build, buy, and share technology. In addition, TTS uses modern methodologies and technologies to assist Federal agencies in improving the public's experience with the Government. TTS helps agencies make their services more accessible, efficient, and effective by building and providing technology applications, platforms, processes, personnel, and software solutions to Federal agencies. TTS emphasizes transparency and user-centered design. In FY 2022 and FY 2023, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation.

Also within TTS, its Centers of Excellence (CoEs) are pairing agencies across the Government with Federal subject-matter experts and industry partners to modernize IT infrastructure, increase data-driven decisions, and create positive experiences for citizens and customers. The CoEs focus on enterprise-wide modernization by engaging agencies on the following functional areas: Artificial Intelligence, Cloud Adoption, Contact Center, Customer Experience, Data Analytics, and Infrastructure Optimization. In FY 2022 and FY 2023, the CoE will continue its growth and technology modernization approach to improving Government and the public's experience, while implementing business model changes designed to achieve full cost recoverability. The CoEs anticipate expansion to 24 cumulative agencies and 45 cumulative functional centers engaged across the 24 agencies.

GSA continues to make significant progress with the development, implementation and maintenance of automations that return significant value to GSA. At the end of FY 2021, GSA's Robotic Process Automation (RPA) Program delivered a total of 101 automations that produce over 378,000 hours of additional capacity for the agency. GSA is also in the process of piloting an automation that can be utilized Government-wide. The automation's design and process is agency agnostic and may be easily integrated into an agency's existing process. In FY 2022, GSA completed the development of this Government-wide automation and is working with several agencies to put this into production. This will be the first of a series of Government-wide automation that are intended to deliver additional capacity to Federal agencies and increased value to the American taxpayer.

In addition to managing its own RPA program, GSA leads the Federal RPA Community of Practice (CoP) to help other agencies overcome the technical, management, and operational challenges that arise in designing and deploying an effective RPA program. The CoP helps agencies develop programs that are cost-effective and auditable, avoid common pitfalls, and improve agency operations. The CoP hosts frequent knowledge-sharing events and publishes valuable guidance such as the RPA Program Playbook to educate agencies on RPA best practices. In FY 2022, GSA plans to continue to support and expand the RPA CoP activities by hosting more webinars and publishing RPA best practices to help agencies use this tool to increase productivity and accuracy in their business processes.

Lastly, GSA continues to support an administrative provision to update the language related to the "Major equipment acquisitions and development activity" under the Working Capital Fund. GSA's current authority is limited to using lapsed funding for the acquisition of equipment, automated data processing systems, and financial management and management information systems for the implementation of the Chief Financial Officers Act of 1990. Given the shift in the IT industry in recent years to the model of purchasing IT "as a service", this administrative provision will allow GSA to fund investments such as the regular upgrade of its financial systems and implementing a new budget system in accordance with the current, most preferred and cost effective way of doing business.

Expanded Shared Services

The FY 2023 budget supports GSA's fourth strategic goal — to design and deliver expanded shared services within GSA and across the Government. One of GSA's most widely utilized shared services is the GSA Fleet leasing program with over 200,000 motor vehicles. In support of the Administration's goal of transitioning to a clean, zero emission fleet, GSA's FY 2023 budget requests \$300 million to procure zero emission and electric vehicles and the associated charging infrastructure. This funding will serve as a down payment to reduce the environmental impact of the Federal Government's vehicle operations. In collaboration with the Office of Management and Budget and other key stakeholders, GSA is leading the way in a multi-year transformation of the Federal fleet in an effort to combat climate change and position the United States as the global leader in electric vehicles manufacturing.

The FY 2023 budget request also includes investments in OGP's Office of Shared Solutions and Performance Improvement (OSSPI). This Office specializes in solutions for big, systematic problems across the Federal Government. OSSPI improves mission delivery and implementation of the Administration's priorities by bringing Government together to drive innovation, foster collaboration, and shape effective policy. Working through its three functional areas of Executive Councils, Shared Services, and the President's Management Agenda support team, OSSPI improves mission delivery by: (1) informing and shaping policy; (2) coordinating governance and executing program management for shared services; and (3) building strategies and support for agencies as they plan for and execute transformational initiatives set forth in the Administration's priorities.

GSA is actively working to migrate MAX.gov Shared Services, which is a Government-wide platform for collaboration and data analysis, from OMB to GSA. Moving MAX.gov capabilities to GSA will increase the scalability and sustainability of these critical services and will better align them with GSA's strategic objectives to expand Government-wide shared services and lead technology modernization initiatives. MAX.gov utilizes numerous technologies as part of their current offerings. GSA will re-platform some existing MAX.gov software to GSA hosted environments in addition to purchasing additional software licensing and re-architecting and re-configuring existing products to add functionality currently provided by MAX shared services. GSA will also procure and develop new, modern, and secure technology to replace some MAX.gov components with large technical debt. This investment in MAX.gov will allow GSA to better serve agencies and deliver value for the American people.

Advancing Equity

GSA will continue to advance the Biden Administration's goal of Advancing Equity throughout the Federal Government. GSA's unique role as an acquisition, real estate, and technology related service provider allows it to amplify the Federal Government's efforts to promote equity and access in a way that maximizes benefits to all communities impacted by GSA's mission.

GSA will work towards achieving the Administration's goal of growing Federal contracting with Small Disadvantaged Businesses by 50% over the next five years by implementing the following actions:

- Enhancing the GSA Schedule and its associated systems to make it easier for contractors to evaluate Federal marketplace opportunities increasing underserved communities' ability to achieve sales under their contracts;
- Revising the Federal Acquisition Regulation to address barriers to entry or success for underserved communities; and
- Expanding the post-award support provided to small and disadvantaged businesses to increase the success new contractors achieve once they win Federal contracts.

Additionally, GSA will work with social sector advocacy organizations and community groups to evaluate how GSA can use the public building portfolio to improve its climate change resilience and asset disposition as well as create good-paying jobs and sustainable communities. PBS will strengthen its partnerships with Federal, state, local, tribal, and territorial governments, and a cross-section of industry partners to develop strategies to improve equity and accessibility across the full suite of real estate activities. PBS will also work to enhance its partnership with the AbilityOne Program to advance equity for the disabled community by increasing employment opportunities and pathways to economic growth and prosperity for persons with disabilities in Federal contracting.

Lastly, GSA will work to improve access and equity through how it provides identity proofing-process and how the public receives Government information. Login.gov is exploring how to improve the way individuals with vision impairment use its services to get access to public information as well as how to address potential discrimination with facial recognition. GSA will also be partnering with other agencies on how to improve USAGov en Español, develop direct "Spanish first" content, and mobile sites and services to provide the Spanish speaking public with access to these services.

Good Accounting Obligation in Government Act

GSA is working to meet the requirements of the Good Accounting Obligation in Government Act. GSA's most recent report on the status of public recommendations by the U.S. Government Accountability Office and the GSA Office of Inspector General that have been open for at least a year can be found on GSA's website at the following address:

<https://www.gsa.gov/reference/reports/budget-performance/administrators-semiannual-management-report>

Request for New Obligational Authority

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R	FY 2023 Request
Total Revenues	\$10,357,273	\$ 10,636,649	\$ 10,488,857
Federal Buildings Fund (FBF), New Obligation Authority			
Construction and Acquisition	\$ 221,650	\$ 230,000	\$ 408,023
Repairs and Alterations	\$ 619,490	\$ 576,581	\$ 1,751,870
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,771,117	\$ 5,725,464	\$ 5,645,680
Building Operations	\$ 2,560,053	\$ 2,533,444	\$ 2,992,381
Infrastructure Investment and Jobs Act	\$ -	\$ 3,418,008	\$ -
Total New Obligation Authority	\$ 9,172,310	\$ 12,483,497	\$ 10,866,978
FBF Net Budget Authority	\$ (1,184,963)	\$ 1,846,848	\$ 378,121

FY 2022 Capital Investment Program

(Dollars in Thousands)

CONSTRUCTION AND ACQUISITION Program:

Executive Agencies	\$ 408,023
New Obligational Authority, CONSTRUCTION AND ACQUISITION Program	\$ 408,023

REPAIRS AND ALTERATIONS Program:

Non Prospectus (Basic) Repairs and Alterations Program	\$ 398,797
Special Emphasis Programs	\$ 165,000
Major Repairs & Alterations	\$ 1,188,073
New Obligational Authority, REPAIRS AND ALTERATIONS Program	\$ 1,751,870
Total New Obligational Authority, Capital Investment Program	\$ 2,159,893

U.S. General Services Administration
Summary of the FY 2023 Request

GSA Net Budget Authority

Annual Appropriations, Request for Net Budget Authority

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY2023 Request
Discretionary Budget Authority			
FBF Net Budget Authority	\$ (1,184,963)	\$ (1,571,160)	\$ 378,121
Annual Appropriations	\$ 290,141	\$ 290,741	\$ 957,651
GSA Discretionary Budget Authority	\$ (894,822)	\$ (1,280,419)	\$ 1,335,772
 FBF Infrastructure Investment and Jobs Act	 \$ -	 \$ 3,418,008	 \$ -
Presidential Transition	\$ 9,900	\$ -	\$ -
Additional Programs Budget Authority	\$ 9,900	\$ 3,418,008	\$ -
 Transportation Audit Contracts and Contract Administration	 \$ 12,513	 \$ 15,640	 \$ 11,364
Acquisition Workforce Training Fund	\$ 10,616	\$ 11,922	\$ 11,922
Expenses, Disposal of Surplus Real and Related Personal Property	\$ 9,056	\$ 9,815	\$ 10,815
GSA Mandatory Budget Authority	\$ 32,185	\$ 37,377	\$ 34,101
 Mandatory Appropriations			
American Rescue Plan			
Federal Citizen Services Fund	\$ 150,000	\$ -	\$ -
Technology Modernization Fund	\$ 1,000,000	\$ -	\$ -
Mandatory Proposals			
Federal Capital Revolving Fund	\$ -	\$ -	\$ 5,000,000
Appropriated GSA Mandatory Budget Authority	\$ 1,150,000	\$ -	\$ 5,000,000
 Total GSA Net Budget Authority	 \$ 297,263	 \$ 2,174,966	 \$ 6,369,873

GSA Total Obligations by Object Classification
(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
11.1 Full-time permanent	\$ 1,276,429	\$ 1,454,054	\$ 1,540,436
11.3 Other than full-time permanent	\$ 46,068	\$ 7,210	\$ 7,458
11.5 Other personnel compensation	\$ 39,679	\$ 36,020	\$ 37,892
11.8 Special personnel service payments	\$ 2,029	\$ 954	\$ 931
12.1 Civilian personnel benefits	\$ 492,863	\$ 509,596	\$ 560,493
13.0 Benefits for former personnel	\$ 2,020	\$ 1,440	\$ 1,363
21.0 Travel and transportation of persons	\$ 5,525	\$ 27,891	\$ 29,322
22.0 Transportation of things	\$ 33,291	\$ 9,928	\$ 10,220
23.1 Rental payments to GSA	\$ 59,271	\$ 60,964	\$ 61,833
23.2 Rental payments to others	\$ 5,604,532	\$ 5,850,167	\$ 5,646,158
23.3 Communications, utilities, and misc. charges	\$ 1,752,672	\$ 1,488,491	\$ 880,384
24.0 Printing and reproduction	\$ 2,477	\$ 3,336	\$ 3,136
25.1 Advisory and assistance services	\$ 15,865,328	\$ 18,668,810	\$ 19,597,255
25.2 Other services from non-Federal sources	\$ 82,137	\$ 76,530	\$ 78,105
25.3 Other goods and services from Federal sources	\$ 873,839	\$ 890,897	\$ 933,239
25.4 Operation and maintenance of facilities	\$ 2,235,884	\$ 1,799,838	\$ 1,851,331
25.5 Research and development contracts	\$ 18	\$ -	\$ -
25.6 Medical Care	\$ 308	\$ 210	\$ 189
25.7 Operation and maintenance of equipment	\$ 220,681	\$ 159,367	\$ 173,142
25.8 Subsistence and support of persons	\$ 5	\$ 5	\$ 5
26.0 Supplies and materials	\$ 1,408,932	\$ 1,392,968	\$ 1,486,510
31.0 Equipment	\$ 2,809,198	\$ 3,170,065	\$ 3,164,522
32.0 Land and structures	\$ 1,159,342	\$ 1,615,606	\$ 1,602,590
33.0 Investment and Loans	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions	\$ 1	\$ -	\$ -
42.0 Insurance claims and indemnities	\$ 3,904	\$ 638	\$ 664
43.0 Interest and dividends	\$ 30,623	\$ 34,122	\$ 49,155
44.0 Refunds	\$ 15	\$ -	\$ -
91.0 Unvouchered	\$ 1	\$ 10	\$ 10
94.0 Financial Transfers	\$ (275)	\$ 44,600	\$ 1,503,377
99.0 Total Obligations.....	\$ 34,006,797	\$ 37,303,718	\$ 39,219,720
<i>Subtotal, PC&B.....</i>	<i>\$ 1,859,088</i>	<i>\$ 2,009,274</i>	<i>\$ 2,148,573</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 32,147,709</i>	<i>\$ 35,294,444</i>	<i>\$ 37,071,147</i>
<i>American Rescue Plan Act</i>	<i>\$ 3,482</i>	<i>\$ 614,449</i>	<i>\$ 505,530</i>
<i>Infrastructure Investment and Jobs Act</i>	<i>\$ -</i>	<i>\$ 341,800</i>	<i>\$ 168,655</i>
<i>Presidential Transition</i>	<i>\$ 9,529</i>	<i>\$ -</i>	<i>\$ -</i>
<i>Pre-Election Activities</i>	<i>\$ 3,117</i>	<i>\$ -</i>	<i>\$ -</i>

*U.S. General Services Administration
Summary of the FY 2023 Request*

GSA Total FTE

	FY 2021 Actual			FY 2022 Plan			FY 2023 Request		
	Direct	Reimb.	Total	Direct	Reimb.	Total	Direct	Reimb.	Total
Annual Appropriations									
Office of Government-wide Policy	135	30	165	161	28	189	153	28	181
Operating Expenses	181	12	193	215	7	222	215	7	222
Civilian Board of Contract Appeals	29	0	29	41	0	41	41	0	41
Federal Citizen Services Fund	59	2	61	130	7	137	187	84	271
Office of Inspector General	294	0	294	294	0	294	294	0	294
Subtotal, Annual Appropriations	698	44	742	841	42	883	890	119	1,009
Revolving Funds									
Federal Buildings Fund	5,396	270	5,666	5,283	270	5,553	5,247	316	5,563
Technology Modernization Fund	2	0	2	18	0	18	25	0	25
Acquisition Services Fund	0	3,485	3,485	0	3,803	3,803	0	3,850	3,850
Working Capital Fund	0	1,937	1,937	0	2,061	2,061	0	2,085	2,085
Subtotal, Revolving Funds	5,398	5,692	11,090	5,301	6,134	11,435	5,272	6,251	11,523
Permanent Budget Authority									
Transportation Audits	28	0	28	32	0	32	32	0	32
Acquisition Workforce Training Fund	0	0	0	12	0	12	12	0	12
Subtotal, Permanent Budget Authority	28	0	28	44	0	44	44	0	44
GSA TOTAL	6,124	5,736	11,860	6,186	6,176	12,362	6,206	6,370	12,576

Note: FCSF is using American Rescue Plan funding to hire term employees in FY 2022 and FY 2023. The funding supports an additional 59 FTE in FY 2022 and 48 FTE in FY 2023.

Explanation of Changes, Federal Buildings Fund
(New Obligational Authority, Dollars in Thousands)

	Construction and Acquisition	Repairs and Alterations	Installment Acquisition Payments	Rental of Space	Building Operations	Infrastructure Investment and Jobs Act	TOTAL
FY 2022 Annualized C.R.	\$ 230,000	\$ 576,581	\$ -	\$ 5,725,464	\$ 2,533,444	\$ 3,418,008	\$ 12,483,497
Change in Construction for Executive Agencies	\$ 178,023						\$ 178,023
Change in Base R&A program		\$ 26,124					\$ 26,124
Change in Line-Item R&A program		\$ 1,104,165					\$ 1,104,165
Change in Special Emphasis programs		\$ 45,000					\$ 45,000
Annualization of remaining FY 2022 Program Changes				\$ (21,842)			\$ (21,842)
Unfunded FY22 Requirements				\$ 187,721			\$ 187,721
FY 2021 Unobligated Balance Used to Fund FY 2022 Requirements				\$ (155,427)			\$ (155,427)
FY 2022 PYR Used To Fund FY2022 Requirements				\$ (23,000)			\$ (23,000)
Lump Sums (Taxes, IBAs, RWAs, Double Rent, Others)				\$ (32,073)			\$ (32,073)
FY 2022 Remaining Surplus				\$ (98,137)			\$ (98,137)
NOA Conversion of FY2022 IA Base				\$ 113,798			\$ 113,798
FY22 PYC of Program Changes				\$ 5,159			\$ 5,159
Rent Changes (Step Rent, CPIs, Escalations)				\$ 36,789			\$ 36,789
Cancellations				\$ (115,765)			\$ (115,765)
Expansions				\$ 9,995			\$ 9,995
COVID-19 Cleaning for Confirmed Cases				\$ 11,000			\$ 11,000
Change in Base Building Cost					\$ 27,995		\$ 27,995
Change in Other / Miscellaneous Building Cost					\$ 2,531		\$ 2,531
Change in PBS Administrative Cost					\$ 77,380		\$ 77,380
Change in Other / Miscellaneous PBS Administrative Cost					\$ (8,530)		\$ (8,530)
Change in Other Funding Sources					\$ 359,581		\$ 359,581
Repayments to Federal Capital Revolving Fund			\$ 68,024				\$ 68,024
FY 2023 Request	\$ 408,023	\$ 1,751,870	\$ 68,024	\$ 5,645,680	\$ 2,992,381	\$ -	\$ 10,866,978

U.S. General Services Administration
Summary of the FY 2023 Request

Explanation of Changes, GSA Annual Appropriations
(Budget Authority, Dollars in Thousands)

	Government-wide Policy	Operating Expenses	Civilian Board of Contract Appeals	Former Presidents	Federal Citizen Service Fund	Inspector General	Technology Modernization Fund	Asset Procurement and Space Management Fund	Working Capital Fund	Electric Vehicles Fund	Total
	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation	FTE Appropriation
FY 2022 Annualized C.R.	\$61 \$ 64,000	\$ 215 \$ 49,440	\$ 41 \$ 9,351	\$ 0 \$ 5,000	\$ 130 \$ 55,000	\$ 294 \$ 67,000	\$ 18 \$ 25,000	\$ 16,000	\$ 0 \$ -	\$ 30,859	\$ 260,741
Program Increases:											
Bulldozer Modernization											
TME Increases:											
Electric Vehicle Fund											
Personnel Compensation and Benefits	\$ 1,648	\$ 1,312	\$ 574		\$ 636	\$ 3,874					\$ 10,900
Travel and Transportation		\$ 96	\$ 43			\$ 500				300,000	\$ 300,000
Rent		\$ 24	\$ 110			\$ 59					\$ 8,044
Communication and Utilities					\$ 236	\$ 2,630					\$ 641
Advisory and Resilience Services											\$ 193
Contractual Services		\$ 3,607	\$ 199								\$ 235
Operation and maintenance of facilities			\$ 15								\$ 2,630
Operation and maintenance of equipment			\$ 15								\$ 3,806
Supplies, Materials, and Equipment			\$ 15								\$ 15
USAgov and Vote.gov Support		\$ 2	\$ 120			\$ 550					\$ 672
FedRAMP Support											\$ 46
IDM Support											\$ 11
USMIS Support											\$ 11
Data & Analytics Portfolio Contractual Services Support											\$ 36,215
IWAgov Salaries and Benefits											\$ 5
Federal Audit Clearinghouse Support											\$ 5,000
WCF Bill											\$ 4,463
Office of Federal High Performance Green Buildings Sustainability Plans Implementation											\$ 6
Administration priorities											\$ 3,519
Increase for Former President Trump											\$ 347
Increase for Former President Clinton											\$ 1,548
Increase for Former President Carter											\$ 1,048
Program Decreases:											
Other than Full-time Permanent											
Communications and Utilities											
Contracts											
Purchases of Services from Government Accounts											
American Rescue Plan											
Decrease in WCF Bill											
Search.gov and Code.gov Support											
Aerial Intelligence Portfolio Support											
Identity Portfolio Support											
FY 2023 Request	\$63 \$ 70,364	\$ 216 \$ 64,478	\$ 41 \$ 10,352	\$ 0 \$ 6,200	\$ 187 \$ 116,794	\$ 294 \$ 74,688	\$ 25 \$ 300,000	\$ 16,000	\$ 0 \$ 10,900	\$ 0 \$ 300,000	\$ 916 \$ 967,681

U.S. General Services Administration
FEDERAL BUILDINGS FUND
Fiscal Year 2023 Congressional Justification
CONTENTS

Federal Buildings Fund / Public Buildings Service Overview	3
Real Estate Investment and Savings Opportunities	4
Capital Investment Program: Re-positioning the Federal Footprint	4
COVID-19 Pandemic	7
FBF Funding Trends	8
Revenue Collected vs. Reinvested	8
Net Budget Authority - 15 Year History	9
Resources, New Obligational Authority, Fund Balance, and Mandatory Authority	10
Crosswalk of FY 2021 New Obligational Authority	13
Indefinite Authority	14
Obligations by Object Classification	15
Obligations by Program	16
FY 2023 Capital Program - Construction and Acquisition of Facilities	16
Program Description	16
Program Strategy	16
Construction and Acquisition of Facilities	19
New Construction - Project Descriptions	20
FY 2023 Capital Program - Repairs and Alterations	21
Program Description	21
Program Strategy	21
Major Repairs and Alterations Projects	23
Repair and Alterations - Project Descriptions	24
Installment Acquisition Payments	39
Program Description	39
Program Strategy	39
Installment Acquisition Payments, Summary of Request	40
Installment Acquisition Payments, Project Descriptions	40
Rental of Space	42
Program Description	42
Rental of Space, Explanation of Changes	43
Program Strategy	43
Building Operations	45
Program Description	45

U.S. General Services Administration
Federal Buildings Fund

Building Operations, Explanation of Changes.....	46
Program Strategy	47
Explanation of Programmatic Changes.....	47
Reimbursable Program	51
Appropriations Language	51
Appropriations Language for the Federal Capital Revolving Fund Repayment	53
Schedule of Indefinite Authorities	54
GSA's Five-Year Capital Investment Plan	55

Federal Buildings Fund / Public Buildings Service Overview

The mission of the U.S. General Services Administration's (GSA) Public Buildings Service (PBS) is to provide effective, flexible, sustainable workspace solutions for Federal agencies at the best value for taxpayers. PBS fulfills its mission by building, leasing, operating, and maintaining more than 365 million rentable square feet of space that safely house 1 million Federal employees (nearly 50% of the total Federal civilian workforce). These Federal employees perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The PBS fiscal year (FY) 2023 budget request for the Federal Buildings Fund (FBF) supports the Biden-Harris Administration's immediate priorities, including addressing the COVID-19 pandemic, tackling the climate crisis, advancing equity, and promoting economic opportunity. The budget request proposes sound, cost-effective investments to reduce the growing backlog of critical repairs and renovations, enhances Federal facilities' climate posture and resiliency, and reduces the costs of maintaining underutilized facilities and reliance on costly leases. It also positions GSA to respond to this historic opportunity to reimagine the Federal footprint, reduce long-term real estate costs, and meet the future workspace needs of Federal agencies and the public they serve.

This budget request invests in protecting the Federal workforce; focuses on identifying and acquiring technology that enables PBS to efficiently operate, maintain, and obtain better utilization of Federal facilities; and bolsters PBS's position as the premier workspace solutions provider; meeting customers' evolving real estate needs, and guiding agencies' post-COVID real estate strategies.

PBS is requesting \$378 million in net positive obligational authority for a total of \$10.9 billion in FBF New Obligational Authority (NOA). This budget request will enable PBS to:

- Address backlogged repairs and alterations, begin to reduce significant deferred maintenance liabilities, release over one hundred thousand rentable square feet of leased space, and save millions in annual future lease payments.
- Enhance the sustainability and resilience of Federal facilities, including transitioning GSA's federally owned buildings to 100% renewable energy sources by 2025, on the path to Government-wide 100% carbon pollution-free electricity by 2035; and modernizing and acquiring secure information technology that will enable PBS to efficiently operate and maintain Federal facilities.
- Enable PBS to guide the Federal Government's post-COVID pandemic efforts and reduce the size of the Federal inventory.

Real Estate Investment and Savings Opportunities

Since its establishment in 1949, GSA has continually worked to improve Government operations, streamline acquisitions, and provide efficient real estate services to allow its customers in the executive, legislative, and judicial branches to complete the essential functions of Government. GSA's FY 2023 budget request has been formulated using the same tenets that led to its establishment 73 years ago. However, many things have changed since GSA was established. For one, GSA's buildings are now, on average, over 49 years old. The age of GSA's federally owned inventory, its need for significant reinvestment, and early lessons learned during the COVID-19 pandemic about how technology and office space can better support employees have uniquely positioned PBS to directly support the Administration's goals.

For PBS, every major program in FY 2023 was developed with the Administration's goals in mind.

- The Capital Program was developed with the intent to build better workplaces within Federal buildings that are safe, improve customer mission delivery, reduce operating expenses, are adaptable to future changes in Government space needs, and are more resilient to climate change.
- The Rental of Space Account was based on known customer space needs while also providing the needed flexibility for customers and GSA to make prudent decisions for the taxpayer. Future lease terms, locations, and space layouts will better align with customer requirements being developed in real-time as lessons learned during the COVID-19 pandemic about future workplace requirements are incorporated into space layouts.
- The Building Operations Account was developed to support a diverse and effective PBS workforce that has the tools to reduce operating costs, provide a safe workspace for over 1 million Federal tenants, and to leverage the Government's purchasing power to advance GSA's goal of transitioning GSA's federally owned buildings to 100% renewable energy sources by 2025, on the path to Government-wide 100% carbon pollution-free electricity by 2035.

Capital Investment Program: Re-positioning the Federal Footprint

Since FY 2011, the total revenues and collections deposited into the FBF have substantially exceeded the annual obligational authority appropriated by Congress. Over the past decade, GSA's Capital Investment Program has been underfunded by over \$10 billion, with the New Construction and Acquisition Programs receiving \$4.3 billion less in appropriations of NOA than requested by GSA. GSA's Minor Repairs and Alterations Program has received \$384 million less in appropriations of NOA than requested by GSA, while the Major Repairs and Alterations Program has endured the greatest diminution receiving over \$4.8 billion less in appropriations of NOA than requested by GSA. At the beginning of FY 2022, the FBF fund balance for which appropriations of NOA have not been received was \$8.8 billion, an increase of \$6.6 billion since 2011. Congress must begin to close the gap between the annual revenues and collections deposited into the FBF and NOA appropriated so that GSA may begin to reverse the cumulative

impacts of underinvestment in deferred maintenance and necessary capital improvements among its federally owned facilities. In the absence of such reinvestment, our federally owned assets will deteriorate further and can only offer future liabilities with compounding effects, not future returns - and we will fail to take advantage of this critical opportunity to transform the Federal workspace, shift agencies from costly leases into federally owned space, and dramatically reduce long-term real estate costs while supporting Federal employees and meeting the statutory requirement to provide commercial equivalent space.

The FY 2023 Capital Investment Program is the first program developed with insights gained from workplace changes resulting from the COVID-19 pandemic. As the future workplace of the Federal Government becomes clearer, it has become evident that changes are needed in both the composition of physical infrastructure and space layouts within federally owned buildings. There is a finite opportunity presented by the quickly evolving workplace needs to reposition GSA's inventory to make Federally owned space as effective as leased space in meeting the demands of the Federal workforce. GSA will need to address the space needs of the Federal Government as each agency fully returns to the workplace after two years of increased levels of telework and remote work; if early predictions are correct, there will be many changes in the types of space and amount of physical office, storage and other special space required by the Government. To meet these new demands and to realize the enormous potential for reducing the size of the Government's leased inventory, fully supporting GSA's capital investment program is a necessity.

Many of the projects that will be accomplished with full annual appropriation of FBF resources are comprised of essential infrastructure work and are requisites for occupiable office space. For example, fire suppression and alarm systems need to function with readily available replacement parts; elevators need to operate without causing entrapment; heating, ventilation and air conditioning (HVAC) systems need to adequately ventilate and condition air for health and comfort; electrical systems need to support basic building operation and an increasingly digital workplace; and exterior building facades need to be sound and secure as a matter of occupant agency safety and building efficiency. With these investments, GSA's federally owned inventory will be able to compete with leased space as a viable alternative for the Government's future space needs. Without them, leasing space will become the preferred alternative, which is proven to cost the taxpayers significantly more than properly maintaining the buildings already owned by the Federal Government.

The FY 2023 Capital Investment Program includes \$408 million for New Construction and Acquisition activities, including the funding necessary to facilitate the ongoing consolidation of the Department of Homeland Security (DHS) onto the St. Elizabeths Campus. This investment will eliminate multiple and inefficient workplace facilities in dispersed locations and replace them with functional integration and build the synergies of a campus environment. Additionally, the New Construction and Acquisition request will provide for:

- The final request for funding in support of the remediation at the Southeast Federal Center in Washington, DC;

- The acquisition of the Federal Energy Regulatory Commission Headquarters Building in Washington, DC, through an existing purchase option, resulting in saving approximately \$25 million in annual lease obligations, paying for itself in the first year.

Additionally, the FY 2023 Capital Investment Program includes \$1.19 billion for Major Repairs and Alterations projects and \$165 million for Major Repairs and Alterations Special Emphasis Programs. Of the 17 line item projects requested for Major Repairs and Alterations, eight projects were previously included in a prior year's President's budget request. As these projects were not funded previously, the cost of the projects has increased by over \$122 million since the original submission. In addition to increases in the overall Major Repairs and Alterations request, GSA will be forced to continue to utilize Minor Repairs and Alterations funds for interim repairs in these buildings. Continued delays in funding will further exacerbate the problems and repairs will more frequently turn into replacements, with system failures that could result in impacts to occupant agency missions and potential relocation to leased space until such time that the repairs are made.

The proposed \$1.19 billion requested in GSA's FY 2023 Major Repairs and Alterations program will be reinvested in more than 26 high-value assets spread across 16 states and the District of Columbia and the \$165 million in Major Repairs and Alterations Special Emphasis Programs will be expended nationwide. In total, the Major Repairs and Alterations program will address the following critical work items:

- **\$396 million** for new HVAC, mechanical and electrical systems, upgrades to improve building functionality and meet safety codes, and enhancements to reduce building energy consumption;
- **\$418 million** to address site infrastructure, facades, and inefficient deteriorating window systems. These repairs include demolition and hazardous materials abatement and will: address life-safety concerns due to falling debris, improve building security, reduce energy consumption, and improve the climate resilience of buildings; and correct and reduce seismic risks associated with structural and non-structural seismic hazards, such as bracing and strengthening of facade elements.
- **\$137 million** for interior space alterations and repairs, interim leases where needed and ancillary support services.
- **\$142 million** in fire protection and life-safety improvements to address outdated fire alarm and sprinkler systems, as well as seismic risk mitigation. This work will correct hazards and reduce risks to Government personnel and the general public. This does not include any Special Emphasis projects.
- **\$95 million** in elevator system replacements and repairs to improve building operations, reduce energy consumption and reduce the chance of entrapments.
- **\$165 million** in six special emphasis programs addressing Consolidation Activities, Judiciary Capital Security, Fire Protection and Life Safety, Energy and Water Retrofit and Conservation Measures and Climate and Resilience. These Special Emphasis Programs will provide the necessary funds to improve the condition, safety, and utilization of multiple facilities nationwide.

As the Capital Investment Program begins to reposition GSA's federally owned inventory and makes it more effective for the Federal workforce, it will do so in an environmentally sustainable manner and in a way that improves the climate resiliency and sustainability of the inventory. Individual projects will incorporate "green roofs," energy efficient building systems, and renewable energy sources, including wind turbines and solar panels. Wherever possible, building and parking garage designs will incorporate conduits to support electric vehicle charging infrastructure, and projects will be completed to various green building certification standards. Additionally, GSA has identified climate resilience and energy and water conservation as two key areas of special emphasis, and the Capital Investment Program will incorporate projects in Federal buildings across the country designed to reduce climate change vulnerabilities and improve buildings' energy efficiency and water consumption. As a signal of the agency's commitment to addressing the climate crisis, GSA is also exploring the incorporation of low-carbon standards for building materials as these investments are delivered.

A fully funded annual Capital Investment Program can also serve as a catalyst for job creation, strengthening small businesses and supporting local communities across the country. Each dollar invested will have a long-term multiplying effect on these economies, directly supporting architectural, engineering, and construction industries and indirectly supporting industries that will sustain the Federal workforce occupying these buildings.

COVID-19 Pandemic

In many cases, the COVID-19 pandemic transformed the way agencies work. PBS will play a key role in the transformation of agency space requirements, and the facilitation of the Federal Government's transition to what is likely to be a smaller, less costly real estate footprint. As agencies are evaluating how they can most effectively deliver on their missions, GSA has an opportunity to partner with its Federal Government occupant agencies in the strategic planning of their future space needs. Between FY 2023 and FY 2027, approximately 45%, or 82.9 million rentable square feet, of leased space will be expiring across the country. Much of this space is larger than necessary and prime for potential consolidation into a more agile work space that will reduce the Government's reliance on more costly leased space.

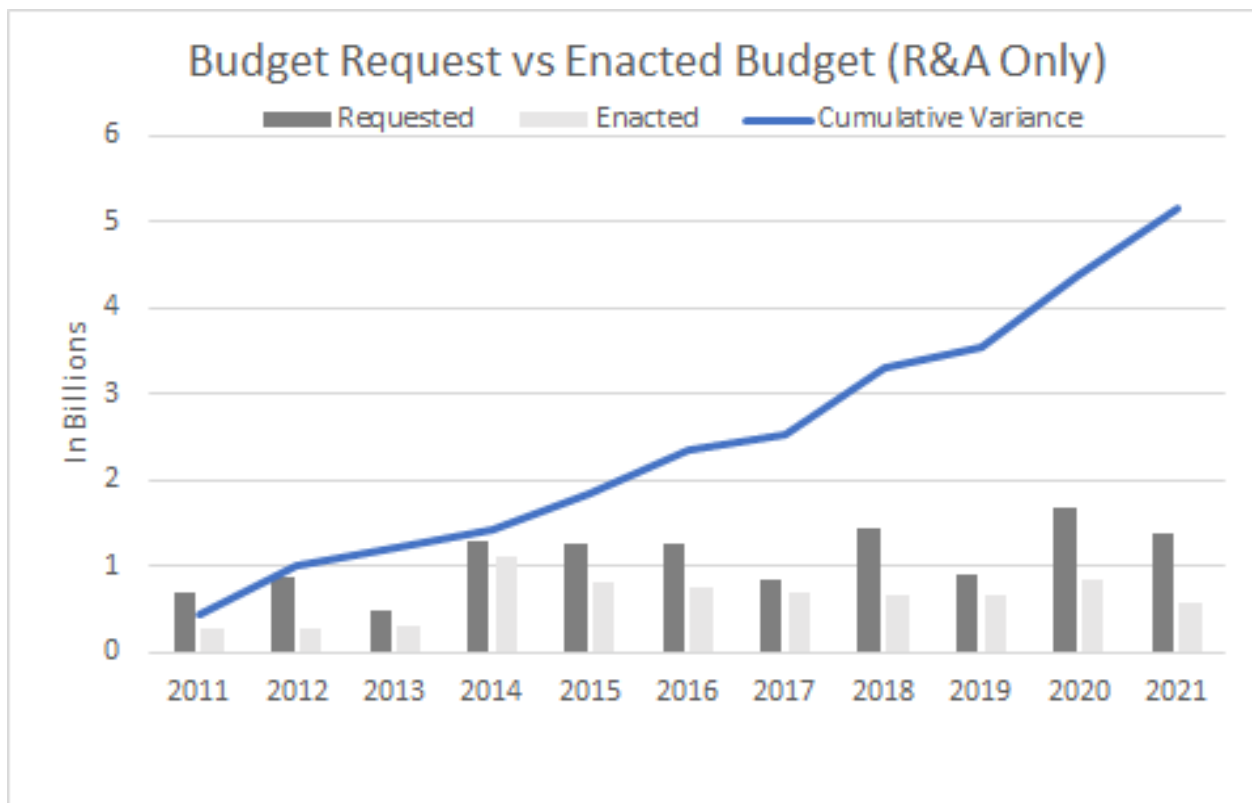
To capitalize on these opportunities, GSA needs to ensure that its federally owned buildings are able to sustain greater utilization rates of Government employees. Therefore, it is imperative that GSA partners with agencies to understand future workforce decisions because as they enact their future real estate decisions, PBS will need to have the space of the future prepared and be prepared to release lease space that is no longer necessary. This will require PBS to invest in the infrastructure of Federal facilities to ensure that its federally owned buildings are able to accommodate new workplace models.

GSA's federally owned buildings will need infrastructure investments that provide flexibility to handle multi-agency occupancies, technology capabilities to bolster effectiveness and efficiency, and the necessary building system modernization to meet climate resilience goals and emission reduction targets. It is imperative that GSA capitalize on this opportunity to invest

in Federal real estate. The net positive budget authority requested in the FY 2023 budget will position GSA to enact many long-term cost savings initiatives and ensure that Federal employees across Government are afforded the benefits of high functioning work spaces that ensure success of the mission of the Government. Taking advantage of the full opportunity to reduce costly leased expenses can only be realized through direct investment in the current federally owned infrastructure.

FBF Funding Trends

Revenue Collected vs. Reinvested



Note: This table represents the Minor and Major R&A budget numbers.

The FY 2023 budget request recognizes that GSA had a \$7.6 billion unavailable fund balance at the end of FY 2020 and accumulated an additional \$1.2 billion in FY 2021, for a total of \$8.8 billion. This fund balance has grown as a result of \$10.3 billion that could have been appropriated as NOA to the FBF, but instead was used to offset increases for other agencies over the last 10 years due to limitations in the Financial Services and General Government Appropriations Subcommittee's funding allocations. This represents a trend in which GSA is collecting commercially equivalent rent from its occupant agencies but is precluded from reinvesting all of these funds in its aging Federal facilities occupied by those rent-paying agencies. This underfunding relative to revenue generation is almost entirely offset and absorbed through PBS's New Construction and Repairs and Alterations programs. As such, there are dramatic differences between what is needed and what is funded.

Habitual underfunding of needed reinvestments is the driving factor behind PBS's growing deferred maintenance. Those projects, and needed capital to complete them, are in addition to the reinvestment dollars that should be allocated for a portfolio of PBS's size and structure to keep pace with depreciation and degradation. As shown in the table below, the appropriations process generally provided funding authority at or above the level of revenues and collections prior to FY 2011. However, over the past 11 years, the enacted funding has fallen well below the annual revenues and collections deposited in the FBF in all years except one.

Net Budget Authority - 15 Year History

(Dollars in Thousands)

	President's Budget Revenue Estimate	Enacted NOA	Net Budget Authority
FY2008	\$ 7,916,272	\$ 8,012,414	\$ 146,219
FY2009	\$ 8,134,239	\$ 8,427,771	\$ 350,397
FY2010	\$ 8,222,539	\$ 8,443,585	\$ 287,406
FY2011	\$ 8,870,933	\$ 7,597,540	\$ (1,202,123)
FY2012	\$ 9,302,761	\$ 8,017,967	\$ (1,205,174)
FY2013	\$ 9,777,590	\$ 8,024,967	\$ (1,665,003)
FY2014	\$ 9,950,560	\$ 9,370,042	\$ (580,518)
FY2015	\$ 9,917,667	\$ 9,238,310	\$ (679,357)
FY2016	\$ 9,807,722	\$ 10,196,124	\$ 388,402
FY2017	\$ 10,178,339	\$ 8,845,147	\$ (1,348,192)
FY2018	\$ 9,950,519	\$ 9,214,414	\$ (736,105)
FY2019	\$ 10,131,673	\$ 9,496,282	\$ (467,606)
FY2020	\$ 10,203,596	\$ 8,856,530	\$ (1,347,066)
FY2021	\$ 10,388,375	\$ 9,065,489	\$ (1,322,868)
FY2022**	\$ 10,636,648	\$ 9,065,489	\$ (1,571,160)

*Net Budget Authority does not include rescission of prior year funding, transfers, or supplemental appropriations.

**FY 2022 is the annualized CR amount. Excludes the \$3.4B appropriation from the Infrastructure Investment and Jobs Act.

Resources, New Obligational Authority, Fund Balance, and Mandatory Authority

(Dollars in Thousands, excludes Indefinite Authority)

The PBS net positive budget authority request is outlined in the table below, showing the distribution of estimated revenue into each of the FBF budget activities as NOA. The following sections highlight each activity and how PBS will maximize the value of the requested budget authority.

	FY 2021 Enacted	FY 2022 Annualized CR	FY 2023 Request
Resources:			
Available from prior year for reauthorization	\$ 7,628,624	\$ 8,813,587	\$ 10,384,747
Appropriation	\$ -	\$ 3,418,008	\$ -
Transfer	\$ -	\$ -	\$ -
Revenue from operations:			
Rent	\$ 10,288,513	\$ 10,604,401	\$ 10,450,291
Miscellaneous	\$ 53,904	\$ -	\$ -
Outleasing	\$ 1,908	\$ 5,778	\$ 5,096
Retention of Proceeds (Sale of Real Property)	\$ 16,041	\$ 15,000	\$ 22,000
SSA/CDC/CMS Payments	\$ (3,093)	\$ 11,470	\$ 11,470
Subtotal, Revenue	\$ 10,357,273	\$ 10,636,649	\$ 10,488,857
Total Resources Available	\$ 17,985,897	\$ 22,868,244	\$ 20,873,604
New Obligational Authority:			
Construction and Acquisition	\$ 221,650	\$ 230,000	\$ 408,023
Major Repairs and Alterations	\$ 245,845	\$ 203,908	\$ 1,353,073
Basic Repairs and Alterations	\$ 373,645	\$ 372,673	\$ 398,797
Installment Acquisition Payments	\$ -	\$ -	\$ 69,024
Rental of Space	\$ 5,771,117	\$ 5,725,464	\$ 5,645,680
Building Operations	\$ 2,560,053	\$ 2,533,444	\$ 2,992,381
Infrastructure Investment and Jobs Act	\$ -	\$ 3,418,008	\$ -
Total New Obligational Authority	\$ 9,172,310	\$ 12,483,497	\$ 10,866,978
Fund Balance:			
Total Resources Available	\$ 17,985,897	\$ 22,868,244	\$ 20,873,604
Total New Obligational Authority	\$ (9,172,310)	\$ (12,483,497)	\$ (10,866,978)
Changes to Prior Year Authority	\$ -	\$ -	\$ -
Fund Balance (Available for Reauthorization)	\$ 8,813,587	\$ 10,384,747	\$ 10,006,626
Net Budget Authority	\$ (1,184,963)	\$ 1,846,848	\$ 378,121

Note: FY 2021 enacted includes supplemental appropriations, indefinite authority, transfers, and reprogrammings. This table does not reflect the requested transfer and obligational authority from the Federal Capital Revolving Fund (FCRF) in FY23. The FCRF payback is reflected in Installment Acquisitions.

The requested funding includes:

(1) **\$408 million for Construction and Acquisition of Facilities**, to provide funding for the following projects:

CONSTRUCTION AND ACQUISITION OF FACILITIES SUMMARY OF FY 2023 PROGRAM (Dollars in Thousands)	
	FY 2023 NOA Request
New Construction:	
Washington, DC DHS Consolidation at St. Elizabeths	\$ 379,938
Washington, DC Southeast Federal Center Remediation	\$ 7,085
Washington, DC Federal Energy Regulatory Commission Lease Purchase	\$ 21,000
Subtotal, Executive Agencies	\$ 408,023
Total FY 2023 Construction and Acquisition of Facilities Program	\$ 408,023

(2) \$1.75 billion for Repairs and Alterations, including \$399 million for Basic Repairs and Alterations, and to provide funding for the following Major Repairs and Alterations projects:

REPAIRS AND ALTERATIONS SUMMARY OF FY 2023 PROGRAM (Dollars in Thousands)	
	FY 2023 NOA Request
Nonprospectus (Basic) Repairs and Alterations Program	\$ 398,797
Major Repairs and Alterations Projects	
Nationwide - Conveying System Upgrades - Multiple Buildings	\$ 63,198
Washington, DC Fire Alarm Replacement Multiple Buildings	\$ 81,125
New York, NY Alexander Hamilton U.S. Customhouse Phase 1 Construction/Phase II Design	\$ 68,497
Philadelphia, PA James A. Byrne U.S. Courthouse	\$ 83,955
Boston, MA John J. Moakley U.S. Courthouse	\$ 115,354
Atlanta, GA Sam Nunn Atlanta Federal Center	\$ 72,015
Butte, MT Mike Mansfield Federal Building and U.S. Courthouse	\$ 25,792
Cleveland, OH Carl B. Stokes U.S. Courthouse	\$ 55,830
Greenville, SC C.F. Haynsworth Federal Building U.S. Courthouse	\$ 59,850
Lakewood, CO Denver Federal Center Infrastructure	\$ 47,664
Oklahoma City, OK William J. Holloway, Jr. U.S. Courthouse and U.S. Post Office and Courthouse	\$ 55,199
San Francisco, CA San Francisco Federal Building	\$ 15,687
St. Albans, VT Federal Building U.S. Post Office and Courthouse	\$ 17,978
Lakewood, CO Denver Federal Center Building 56	\$ 47,663
Seattle, WA Henry M. Jackson Federal Building	\$ 33,720
Seattle, WA William K. Nakamura U.S. Courthouse	\$ 52,229
New York, NY Daniel Patrick Moynihan U.S. Courthouse	\$ 50,440
New York, NY Silvio J. Mollo Federal Building	\$ 241,877
Subtotal, Major Repair and Alterations Projects	\$ 1,188,073
Major Repair and Alterations Special Emphasis Programs	
Consolidation Activities Program	\$ 30,000
Judiciary Capital Security Program	\$ 20,000
Fire Protection and Life Safety Program	\$ 30,000
Seismic Mitigation Program	\$ 10,000
Energy and Water Conservation	\$ 15,000
Climate and Resilience	\$ 60,000
Subtotal, Major Repair and Alterations Special Emphasis Programs	\$ 165,000
Subtotal, Major Repair and Alterations Program	\$ 1,353,073
Total FY 2023 Repairs and Alterations Program	\$ 1,751,870

(3) \$69 million for Installment Acquisition Payments, for statutorily required annual repayment to the Federal Capital Revolving Fund for purchase transfers received in FY 2022.

(4) \$5.6 billion for Rental of Space, to acquire and administer leasehold interests in privately owned facilities when federally owned space is not available or does not meet the specific requirements of occupant agencies. This amount funds annual rent for current leases, real estate taxes and other one-time payments, as well as rent increases associated with replacement leases and expansion space. Additionally, this account funds any lease terminations or lease buyouts in instances when there is a cost associated with such actions.

(5) \$2.9 billion for Building Operations, to provide services for both federally owned and non-fully serviced leased facilities, as well as the administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and other related services. The Salaries and Expenses allocation within Building Operations supports PBS personnel costs excluding reimbursable FTE, PBS-specific IT applications and PBSs contribution to the Working Capital Fund (WCF).

Lastly, PBS projects \$1.4 billion of reimbursable services provided to and paid for by other agencies, including funding for 316 FTEs. PBS also projects \$244 million in permanent indefinite authority from leased expansion space, outleasing, energy rebates, and revenue from the sale of recyclable materials.

Crosswalk of FY 2021 New Obligational Authority

(Dollars in Thousands)

	P.L. 116-260 Enacted 12/27/2020	Approved Reprogramming/ Transfers	Total FY 2021 Enacted, Reprogramming/ Transfers	Indefinite Authority	FY 2021 Authority
New Obligational Authority:					
Construction and Acquisition	\$ 230,000	\$ (8,350)	\$ 221,650	\$ -	\$ 221,650
Major Repairs and Alterations	\$ 203,908	\$ 24,331	\$ 228,239	\$ 17,606	\$ 245,845
Minor Repairs and Alterations	\$ 372,673	\$ -	\$ 372,673	\$ 972	\$ 373,645
Rental of Space	\$ 5,725,464	\$ (15,981)	\$ 5,709,483	\$ 61,634	\$ 5,771,117
Building Operations	\$ 2,533,444	\$ -	\$ 2,533,444	\$ 26,609	\$ 2,560,053
Disaster Recovery	\$ -	\$ -	\$ -	\$ -	\$ -
CARES Act	\$ -	\$ -	\$ -	\$ -	\$ -
Non Expenditure Transfer	\$ -	\$ -	\$ -	\$ -	\$ -
Total, New Obligational Authority	\$ 9,065,489	\$ -	\$ 9,065,489	\$ 106,821	\$ 9,172,310

1. (\$8,350) represents the net impact of the \$24,331 transfer from Construction and Acquisition to Major Repairs and Alterations for the Thomas G. Abernathy Federal Building and the return of \$15,981 to Construction and Acquisition from the FY 2020 transfer to Rental of Space.
2. \$24,331 represents the amount transferred from Construction and Acquisition to Major Repairs and Alterations for the Thomas G. Abernathy Federal Building.
3. (\$15,981) represents the return of the remaining balance of the FY 2020 \$25 million transfer to Construction and Acquisition from Rental of Space.

Indefinite Authority

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
Repairs and Alterations:			
Historical Outleasing	\$ 12,488	\$ 13,106	\$ 13,368
Energy Rebates	\$ 5,137	\$ 10,000	\$ 10,000
International Trade Center	\$ 972	\$ 4,080	\$ 4,080
Recycling	\$ (19)	\$ 700	\$ 700
Total, Repairs and Alterations	\$ 18,578	\$ 27,886	\$ 28,148
Rental of Space: Leased Expansion Space	\$ 61,634	\$ 172,092	\$ 170,699
Building Operations:			
International Trade Center - Building Services	\$ 19,995	\$ 35,531	\$ 38,140
International Trade Center - Salaries and Expenses	\$ 358	\$ 666	\$ 590
Cooperative Use Act - Outleasing	\$ 3,299	\$ 3,553	\$ 3,176
National Antenna Program	\$ 2,957	\$ 2,220	\$ 2,821
Total, Building Operations	\$ 26,609	\$ 41,970	\$ 44,727
Total Indefinite Authority	\$ 106,821	\$ 241,948	\$ 243,574

Note: Indefinite authorities are not included in reported resources or new obligational authority for out years.

U.S. General Services Administration
Federal Buildings Fund

Obligations by Object Classification
(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
11.1 Full-time, permanent.....	\$ 570,657	\$ 640,833	\$ 657,501
11.3 Other than full-time permanent.....	\$ 5,097	\$ 4,957	\$ 5,161
11.5 Other personnel compensation.....	\$ 15,495	\$ 17,261	\$ 17,970
11.8 Special personnel services payments.....	\$ 106	\$ 2	\$ 2
12.1 Civilian personnel benefits.....	\$ 212,891	\$ 219,230	\$ 246,868
13.0 Benefits for former personnel.....	\$ 400	\$ 0	\$ 0
21.0 Travel and transportation of persons.....	\$ 1,351	\$ 11,051	\$ 11,280
22.0 Transportation of things.....	\$ 7	\$ 26	\$ 6
23.1 Rental payments to GSA	\$ 0	\$ 0	\$ 0
23.2 Rental payments to others.....	\$ 5,604,524	\$ 5,850,167	\$ 5,646,158
23.3 Communications and utilities.....	\$ 374,867	\$ 431,093	\$ 469,805
Subtotal, Rent, communications & utilities...	\$ 5,979,391	\$ 6,281,260	\$ 6,115,963
24.0 Printing and reproduction.....	\$ 104	\$ 177	\$ 174
25.1 Advisory and assistance services.....	\$ 545,109	\$ 463,804	\$ 457,625
25.2 Other services.....	\$ 76,296	\$ 67,927	\$ 69,365
25.3 Goods & services from Gov't accounts.....	\$ 434,025	\$ 455,600	\$ 462,270
25.4 Operation and maintenance of facilities.....	\$ 2,235,697	\$ 1,795,603	\$ 1,842,071
25.5 Other contractual services - Research and Development	\$ 18	\$ 0	\$ 0
25.6 Medical care.....	\$ 308	\$ 205	\$ 184
25.7 Operation and maintenance of equipment.....	\$ 8,330	\$ 34,530	\$ 35,911
25.8 Subsistence and support of persons.....	\$ 0	\$ 0	\$ 0
Subtotal, Contractual services.....	\$ 3,299,783	\$ 2,817,669	\$ 2,867,426
26.0 Supplies and materials	\$ 6,523	\$ 11,939	\$ 8,408
31.0 Equipment.....	\$ 74,601	\$ 84,632	\$ 71,761
32.0 Land and structures.....	\$ 1,159,067	\$ 1,957,371	\$ 1,771,245
33.0 Investments and loans.....	\$ 0	\$ 0	\$ 0
41.0 Grants, subsidies, and contributions.....	\$ 0	\$ 0	\$ 0
42.0 Insurance claims and indemnities.....	\$ 218	\$ 633	\$ 659
43.0 Interest and dividends.....	\$ 30,623	\$ 34,117	\$ 49,150
44.0 Refunds	\$ 15	\$ 0	\$ 0
94.0 Financial Transfers	-\$ 275	\$ 0	\$ 69,024
99.9 Total Obligations.....	\$ 11,356,054	\$ 12,081,159	\$ 11,892,598
Subtotal, PC&B.....	\$ 804,646	\$ 882,284	\$ 927,502
Subtotal, Non-labor.....	\$ 10,551,408	\$ 11,198,875	\$ 10,965,096

Note: The above total obligations include funds from carryover, prior year recoveries, and reimbursable funding. Includes initial obligations from the Infrastructure Investment and Jobs Act (IIJA) in FY 2022 and FY 2023.

Obligations by Program

(Dollars in Thousands)

	FY 2021 Actual		FY 2022 Annualized CR		FY 2023 Request		Increase/(Decrease) FY 2023 Request	
	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
FTE and Obligations:								
1. Construction and Acquisition		\$ 332,716		\$ 720,962		\$ 730,920		\$ 9,958
2. Repairs and Alterations		\$ 892,561		\$ 849,837		\$ 840,942		\$ (8,895)
4. Construction of Lease Purchase Facilities		\$ -		\$ -		\$ -		\$ -
5. Installment Acquisition Payments		\$ -		\$ -		\$ 69,024		\$ 69,024
6. Pennsylvania Avenue Activities								
a) Repairs and Alterations		\$ -		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ -		\$ -		\$ -		\$ -
7. International Trade Center								
a) Repairs and Alterations		\$ 504		\$ -		\$ -		\$ -
b) Building Operations - Building Services		\$ 17,297		\$ -		\$ -		\$ -
c) Building Operations - Salaries and Expenses		\$ 555		\$ -		\$ -		\$ -
8. Rental of Space		\$ 5,568,414		\$ 5,849,708		\$ 5,645,680		\$ (204,028)
9. Building Operations	5,396	\$ 2,746,435	5,283	\$ 3,077,210	5,247	\$ 3,178,665	(36)	\$ 101,455
10. Reimbursable	270	\$ 1,697,201	270	\$ 1,181,421	316	\$ 1,233,712	46	\$ 52,291
11. Disaster Recovery		\$ 14,411		\$ -		\$ -		\$ -
12. CARES Act		\$ 85,960		\$ 60,221		\$ 25,000		\$ (35,221)
13. Infrastructure Investment and Jobs Act		\$ -		\$ 341,800		\$ 168,655		\$ (173,145)
Total FTE and Obligations	5,666	\$ 11,356,054	5,553	\$ 12,081,159	5,563	\$ 11,892,598	10	\$ 19,805

Note: The above total obligations include funds from carryover, prior year recoveries, and reimbursable funding. Includes initial obligations from the IJIA in FY 2022 and FY 2023.

FY 2023 Capital Program - Construction and Acquisition of Facilities

Program Description

This activity provides for the construction or purchase of facilities costing in excess of the prospectus threshold, additions to existing buildings costing in excess of the prospectus threshold, and remediation. All costs directly attributable to site acquisition, construction, the full range of design and construction services, and management and inspection of construction projects are funded under this activity.

Program Strategy

The FY 2023 request of \$408 million for new construction addresses essential customer needs that are not presently met within GSA's existing inventory. GSA's new construction program efficiently meets space and security needs and facilitates lease cost avoidance through targeted investments. The list of new construction projects was determined based on GSA's review of each project and rating its priority relative to other potential projects. The following factors were considered:

- Serving PBS's Partners: Agency priority and existing master plans;
- Responsible Asset Stewardship: Condition of the facility being replaced including the building systems, security and functionality of the space, funds received to date, existing occupancy status and housing plan, and support of local and national portfolio plans;
- Delivering Better Value and Savings: Lease cost avoidance and return on investment;

and

- Reducing the Federal Footprint: Space recapture and utilization rate improvement.

The FY 2023 Construction and Acquisition program request is \$408 million and reflects GSA's support of investments in homeland security projects, projects to improve the safety and condition of Government-owned assets, addressing known environmental liabilities, and activities in support of the Administration's direction to reduce the cost of operating the Federal Government and improving the portfolio's climate impact and resiliency.

- At the request level, GSA will invest an additional \$380 million for the continued consolidation of DHS in the National Capital Region at the St. Elizabeths Campus. By bringing DHS Headquarters components into a single Government-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. To date, appropriations to GSA for the St. Elizabeths Campus consolidation have exceeded \$1.5 billion, but since FY 2017, GSA's funding requests have gone unfunded. The original project has been delayed several years. Continued support of this vital project will halt further delays and allow the Government to significantly reduce its DHS leased portfolio in the National Capital Region.
- \$7 million is requested for the remediation of environmental contamination of the Southeast Federal Center. Remediation efforts have been underway at this site for several years to comply with a Consent Decree from the U.S. District Court in Washington, DC. While GSA has repeatedly requested the funds needed to satisfy the requirements of the Consent Decree, the last appropriation GSA received was in the amount of \$15 million in FY 2010.
- \$21 million is requested to acquire, through a purchase option under an existing lease, the property serving as the headquarters for the Federal Energy Regulatory Commission. The proposed purchase will reduce the Government's rental payment to the private sector by approximately \$25 million, annually – a positive return on investment in a single year.

FBI headquarters project: The Administration also recognizes the critical need for a new FBI headquarters. The J. Edgar Hoover building can no longer support the long-term mission of the FBI. The Administration has begun a multi-year process of constructing a modern, secure suburban facility from which the FBI can continue its mission to protect the American people.

During the next year, GSA and FBI will work to identify a location to construct a Federally owned, modern and secure facility for at least 7,500 personnel in the suburbs. Over the next year, GSA and FBI will finalize an updated program of requirements for a secure suburban campus, including the final number of personnel, to inform a 2024 Budget request for the new facility. GSA will also begin initial steps to acquire, if necessary, the site for the new suburban headquarters location.

Additionally, GSA and FBI will work to identify a federally owned location in the District of Columbia to support a presence of approximately 750 FBI personnel that would support day-to-day FBI engagement with DOJ headquarters, the White House, and Congress. Steps to initiate any necessary site acquisition are dependent upon the final details of the secure campus and will rely upon close collaboration between GSA and FBI. Final action to acquire any site will be dependent upon a prospectus that GSA submits to Congress

FBF-19

New Construction - Project Descriptions

District of Columbia

Washington, DC DHS Consolidation at St. Elizabeths.....\$379,938,000

GSA proposes \$380 million to continue the ongoing development of the DHS consolidated headquarters at the St. Elizabeths Campus by: 1) commencing construction on a below-grade parking structure adjacent to Gate No. 1 along Martin Luther King, Jr. Avenue to accommodate visitors to the campus as well as additional employee parking; 2) commencing construction of a new Federal building to house the headquarters operations of the DHS Immigration and Custom Enforcement and a portion of the headquarters function of Customs and Border Protection currently located in several leases in Washington, DC; 3) ongoing historic preservation activities; and 4) management and inspection funding for these activities.

By bringing DHS headquarters components into a single Government-owned campus, DHS will avoid incurring higher costs for commercial leases and enable its employees to collaborate more readily in a secure working environment. On the St Elizabeths West Campus, GSA and DHS previously completed the construction of the Munro Building occupied by the U.S. Coast Guard and the historic Center Building occupied by the Secretary of Homeland Security and the senior leadership team. GSA is currently undertaking the design and construction of a new facility to house the Headquarters of the Cybersecurity and Information Security Agency currently located in more than nine leased locations in Northern Virginia.

The FY 2023 request is for Historic Preservation (\$892 thousand), Construction (\$358.231 million) and Management and Inspection (\$20.815 million).

Washington, DC Southeast Federal Center Remediation.....\$7,085,000

GSA proposes \$7 million for the continued remediation of the Southeast Federal Center. SEFC is a 53-acre site, in the southeast quadrant of the District of Columbia along the Anacostia River. Congress previously authorized the GSA to redevelop this property by entering into agreements with private entities to enhance the value of the site to the Federal Government

Remediation of environmental contamination has been underway at this site for several years to comply with a Consent Decree from the U.S. District Court in Washington, DC. GSA will continue to fund mitigation requirements related to a Consent Order from the Environmental Protection Agency pursuant to section 7003 of the Resource Conservation and Recovery Act of 1976, as amended by the Hazardous and Solid Waste Amendments of 1984, 42 U.S.C. § 6973, and the provisions of the development agreement with Brookfield Properties, the successor to Forest City Washington. Compliance with the remediation requirements of the Consent Decree, the Consent Order, and the development agreement are necessary to enable the site to be redeveloped and will continue until all the remediation requirements have been satisfied.

The FY 2023 request is for Mitigation and Oversight (\$7.085 million).

Washington, DC Federal Energy Regulatory Commission Lease Purchase.....\$21,000,000

GSA proposes \$21 million to acquire, through a purchase option under an existing lease, the property located at 888 First Street, N.E., in Washington, DC, in support of current and future operations of the Federal Energy Regulatory Commission. The 503,997 rentable square foot facility, currently leased by GSA, is occupied entirely by FERC and serves as its headquarters. The proposed purchase will reduce the Government's rental payment to the private sector by approximately \$25,000,000 annually.

When GSA executed the lease, the contract included a 10-year renewal option effective at lease expiration on September 28, 2015, as well as a \$20 million purchase option effective at the end of the renewal term on September 28, 2025. GSA executed a succeeding 10-year lease on September 28, 2015, at an annual rent of approximately \$25,000,000. GSA has an option to purchase the building and site for approximately \$20,000,000 at the end of the current lease term on September 28, 2025. The purchase price was negotiated at the time of initial signing. The proposed transaction will provide a one-year return on investment when comparing the purchase price to the lease cost avoidance.

The FY 2023 request is for Building Acquisition (\$20.000 million) and Closing Costs (\$1.000 million).

FY 2023 Capital Program - Repairs and Alterations

Program Description

This activity provides for repairs and alterations of existing buildings, as well as associated design and construction services. Protection of the Government's investment, the health and safety of building occupants, relocation of agencies from leased space, and cost effectiveness are the principal criteria used in establishing GSA's priorities for projects funded from this activity. Repairs and alterations to improve space utilization, address life-safety issues, and prevent deterioration and damage to buildings, building support systems, and operating equipment are given priority.

Program Strategy

The FY 2023 request of \$1.75 billion in Repairs and Alterations funding is necessary to address the growing backlog of liabilities present in GSA's inventory of facilities and to improve the utilization of federally owned space. In the past 11 fiscal years, many Basic and Major repairs and alterations were repeatedly deferred, including major repairs to malfunctioning elevators, replacement of obsolete electrical systems, updates to outdated fire alarm systems, seismic retrofits, and environmental abatement.

GSA prioritizes repairs and alterations projects consistent with the goal of investing in a long-

term sustainable and effective portfolio. The following factors were considered:

- Risk: Project Development and Project Readiness
- Return: Project Cost, Market Alternatives, FBF sustainability, and Return on Investment
- Optimization: Portfolio Optimization, Asset Optimization, Improvement in Facility Condition, Sustainability and Climate Resilience
- Stakeholder: Serving PBS Partners, Administration and Customer Priorities, and Historic Stewardship

The FY 2023 request funds repair activities to ensure that the existing infrastructure, for which there is a long-term need, receives the investments needed to provide better and safer workplaces that are adaptable to respond to changes in Government space needs, support partner agencies, improves customer mission delivery, reduces operating expenses, and are more resilient to climate change.

- PBS requests \$1.19 billion for Major Repairs and Alterations projects. Funding for these capital improvements in federally owned facilities (including the repair/replacement of outdated mechanical; electrical; fire and life safety; conveying; heating, ventilation, and air conditioning (HVAC) systems; and the correction of exterior and structural deficiencies) are critical to maintaining safe, secure, and functional facilities where partner agencies can perform their mission. Proposed repairs and alterations will also facilitate improved asset utilization and lower costs for the American taxpayers.
- PBS requests \$399 million for the Basic Repairs and Alterations program, investing in projects with a total cost below the FY 2023 prospectus threshold of \$3.375 million. This program ensures that emerging needs are met, mitigating the need for more costly projects. Approximately 75% of these funds are annually allocated to undertake regular and preventive maintenance; address basic serviceability items, such as keeping the chillers and boilers running and elevators in working order; improve efficiency in operations; and ensure the facilities are safe for occupancy.
- PBS requests \$165 million in six special emphasis programs addressing Consolidation Activities, Judiciary Capital Security, Fire Protection and Life Safety, Energy and Water Retrofit and Conservation Measures and Climate and Resilience.

U.S. General Services Administration
Federal Buildings Fund

Major Repairs and Alterations Projects
(Dollars in Thousands)

REPAIRS AND ALTERATIONS SUMMARY OF FY 2023 PROGRAM (Dollars in Thousands)	FUNDED TO DATE	ESTIMATED TOTAL PROJECT COST			FY 2023 Request		
		DESIGN	CONSTRUCTION	M&I	DESIGN	CONSTRUCTION	TOTAL
Nonprospective (Basic) Repairs and Alterations Program	\$ -	\$ -	\$ 398,797	\$ -	\$ -	\$ 398,797	\$ 398,797
Major Repairs and Alterations Projects	\$ -	\$ -	\$ 63,198	\$ -	\$ -	\$ 63,198	\$ 63,198
Nationwide Conveying Systems - Various Buildings	\$ -	\$ -	\$ 81,125	\$ -	\$ -	\$ 81,125	\$ 81,125
Washington, DC Fire Alarm Systems - Various Buildings	\$ 4,706	\$ 10,323	\$ 112,060	\$ 8,934	\$ 5,617	\$ 58,229	\$ 68,497
New York, NY Alexander Hamilton U.S. Courthouse	\$ -	\$ 7,349	\$ 71,028	\$ 5,578	\$ 7,349	\$ 71,028	\$ 83,955
Philadelphia, PA James A. Byrne U.S. Courthouse	\$ -	\$ 10,345	\$ 99,435	\$ 5,574	\$ 10,345	\$ 99,435	\$ 115,354
Boston, MA John J. Moakley U.S. Courthouse	\$ -	\$ 5,547	\$ 61,786	\$ 4,682	\$ 5,547	\$ 61,786	\$ 72,015
Atlanta, GA Sam Nunn Atlanta Federal Center	\$ -	\$ 2,211	\$ 21,700	\$ 1,881	\$ 2,211	\$ 21,700	\$ 25,792
Butte, MT Mike Mansfield Federal Building and U.S. Courthouse	\$ -	\$ 5,586	\$ 45,595	\$ 4,649	\$ 5,586	\$ 45,595	\$ 55,830
Cleveland, OH Carl B. Stokes U.S. Courthouse	\$ -	\$ 5,433	\$ 51,207	\$ 3,210	\$ 5,433	\$ 51,207	\$ 59,850
Greenville, SC C.F. Haynsworth Federal Building U.S. Courthouse	\$ -	\$ 3,852	\$ 40,324	\$ 3,488	\$ 3,852	\$ 40,324	\$ 47,664
Lakewood, CO Denver Federal Center Infrastructure	\$ 12,129	\$ 13,484	\$ 133,457	\$ 6,712	\$ -	\$ 52,072	\$ 55,199
Oklahoma City, OK William J. Holloway, Jr. U.S. Courthouse and U.S. Post Office and Courthouse	\$ -	\$ 1,277	\$ 13,559	\$ 851	\$ 1,277	\$ 13,559	\$ 15,687
San Francisco, CA San Francisco Federal Building	\$ -	\$ 1,559	\$ 15,380	\$ 1,039	\$ 1,559	\$ 15,380	\$ 17,978
St. Albans, VT Federal Building U.S. Post Office and Courthouse	\$ -	\$ 3,846	\$ 40,719	\$ 3,098	\$ 3,846	\$ 40,719	\$ 47,663
Lakewood, CO Denver Federal Center Building 56	\$ -	\$ 2,780	\$ 28,527	\$ 2,413	\$ 2,780	\$ 28,527	\$ 33,720
Seattle, WA Henry M. Jackson Federal Building	\$ -	\$ 4,323	\$ 45,322	\$ 2,584	\$ 4,323	\$ 45,322	\$ 52,229
Seattle, WA William K. Nakamura U.S. Courthouse	\$ -	\$ 3,812	\$ 43,905	\$ 2,723	\$ 3,812	\$ 43,905	\$ 50,440
New York, NY Daniel Patrick Moynihan U.S. Courthouse	\$ 46,600	\$ 15,913	\$ 256,461	\$ 16,103	\$ -	\$ 227,338	\$ 241,877
New York, NY Silvio J. Mollo Federal Building	\$ 63,435	\$ 97,640	\$ 1,224,788	\$ 73,519	\$ 63,537	\$ 1,060,449	\$ 1,188,073
Subtotal, Major Repair and Alterations Projects							
Major Repair and Alterations Special Emphasis Programs	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ 30,000
Consolidation Activities Program	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 20,000
Judiciary Capital Security Program	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ 30,000
Fire Protection and Life Safety Program	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ 10,000
Seismic Mitigation Program	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ 15,000
Energy and Water Retrofit and Conservation Measures Program	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ 60,000
Climate and Resilience Program	\$ -	\$ -	\$ 165,000	\$ -	\$ -	\$ 165,000	\$ 165,000
Subtotal, Major Repair and Alterations Special Emphasis Programs							
Subtotal, Major Repair and Alterations Program	\$ 63,435	\$ 97,640	\$ 1,389,788	\$ 73,519	\$ 63,537	\$ 1,225,449	\$ 1,353,073
Total FY 2023 Repairs and Alterations Program	\$ 63,435	\$ 97,640	\$ 1,788,585	\$ 73,519	\$ 63,537	\$ 1,624,246	\$ 1,751,870

Repair and Alterations - Project Descriptions

Nationwide

Fire Alarm Systems..... \$81,125,000

GSA proposes \$81.125 million to upgrade, replace, and improve the fire alarm systems in multiple Government-owned buildings during FY 2023 to address exigent fire-safety issues.

The proposed project includes the installation of new, modernized fire alarms and emergency communication systems in accordance with the requirements of the National Fire Protection Association (NFPA), National Fire Alarm and Signaling Code, NFPA 72 and the International Building Code throughout the buildings for life-safety and property protection. The new systems will satisfy all occupancy-specific requirements outlined in the GSA studies completed on the buildings. Once the new systems are installed and commissioned by GSA, the existing systems will be decommissioned and removed. All finishes disturbed by the installation of the new fire alarm will be restored to "like-new" condition. The proposed projects include:

- Replacement of entire fire alarm and emergency communication system;
- Replacement and integration of system platform field devices, including alarm initiating devices such as pull stations, smoke detectors, heat detectors, duct detectors, waterflow and tamper switch stations, and signaling and notification devices at those buildings where the main fire alarm control units have recently been replaced (Internal Revenue Service and Hubert H. Humphrey Buildings);
- Replacement of communication networks, if needed,
- Electrical upgrades,
- Interior construction,
- Demolition, and
- Hazardous materials abatement.

Bethesda, MD One White Flint Building \$8,961,000

Washington, DC Internal Revenue Service Building \$18,322,000

Washington, DC Hubert H. Humphrey Building \$20,357,000

Washington, DC Orville Wright Building..... \$21,838,000

Washington, DC Theodore Roosevelt Building \$11,647,000

The FY 2023 request is for \$81.125 million.

Conveying Systems.....\$63,198,000

GSA proposes \$63.198 million for repair and alteration projects to upgrade, replace, and improve the conveying systems in multiple buildings under the jurisdiction, custody, and control of GSA during FY 2023.

The program proposes the full modernization of the elevators, escalators, and wheelchair lifts in five Government-owned buildings within GSA's inventory. All the buildings evaluated are considered long-term holds, and the proposed modernizations are required to extend the useful life of these assets. The proposed projects and project locations include:

Replacement of the major system components, including motors and controls, and upgrades to elevator pits, machine rooms, and interior cabs; and

Incorporation of power standby technologies in escalators to reduce energy consumption during periods of low or no passenger activity, and hazardous materials abatement.

Chicago, IL Ralph H. Metcalfe Federal Building \$21,398,000
18 elevators (17 passenger/1 freight) will be replaced or repaired

Indianapolis, IN Birch Bayh Federal Building and U.S. Courthouse..... \$7,227,000
7 elevators (6 passenger/1 freight) will be replaced or repaired

Washington, DC Howard T. Markey National Courts Building..... \$9,681,000
9 of 10 elevators will be replaced or repaired

Washington, DC Lafayette Federal Building \$15,977,000
14 of 14 elevators will be replaced or repaired

Washington, DC Wilbur Wright Federal Building \$8,915,000
6 of 6 elevators will be replaced or repaired

The FY 2023 request is for \$63.198 million.

California

San Francisco, CA San Francisco Federal Building \$15,687,000

GSA proposes \$15.687 million for a repair and alteration project for the San Francisco Federal Building located at 90 7th Street in San Francisco, CA, to relocate the Department of Housing and Urban Development, currently housed in leased space and to meet their long-term housing needs. The renovation will include the installation of new energy efficient LED lighting, including fixtures, controls, and connections.

The project will decrease the Federal Government's reliance on leased space, reduce federally owned vacant space, and provide an annual lease cost avoidance of approximately \$4,943,000 and an annual agency rent savings of approximately \$745,000.

The FY 2023 request is for Design (\$1.277 million), Construction (\$13.559 million) and Management and Inspection (\$851 million).

Colorado

Lakewood, CO Denver Federal Building 56 \$47,663,000

GSA proposes \$47.663 million for a repair and alteration project for Building 56 of the Denver Federal Center, located at West 6th Avenue and Kipling Street. The project will modernize the building's outdated heating, ventilation and air conditioning (HVAC) systems, address structural and exterior deficiencies, abate hazardous materials, correct code deficiencies, and renovate approximately 20,000 usable square feet (USF) to consolidate the Department of Agriculture.

The project proposes replacement of the building's existing multiple HVAC systems into a single energy efficient system, interior alterations will be undertaken in approximately 20,000 USF of tenant and supporting space, and exterior construction including replacement of roofing, exterior doors, resealing windows, and replacement of decking and columns will be completed. In addition, restrooms, stair risers, treads, handrails, and handguards will be upgraded to Architectural Barriers Act Accessibility Standards and building electrical updates will be undertaken.

The FY 2023 request is for Design (\$3.846 million), Construction (\$40.719 million) and Management and Inspection (\$3.098 million).

Lakewood, CO Denver Federal Center Infrastructure \$47,664,000

GSA proposes \$47.664 million for a repair and alteration project to upgrade the infrastructure at the Denver Federal Center (DFC), located at West 6th Avenue and Kipling Street in Lakewood, CO. The proposed project will upgrade deteriorating water and sewer lines, drainage/storm systems, roads and other paved surfaces, electrical systems, and perimeter security fencing, and correct code deficiencies.

The proposed project will repair the asphalt and concrete paved surfaces and correct code deficiencies in the parking areas throughout DFC. In addition, the project will replace the 60-year old water lines, which include fire protection, domestic water, and sewer lines, upgrade the facility-wide electrical distribution system, reroute roof drainage piping away from the foundation, and repair drainage issues, address various Architectural Barriers Act Accessibility Standards safety deficiencies, replace perimeter security fencing.

The FY 2023 request is for Design (\$3.852 million), Construction (\$40.324 million) and Management and Inspection (\$3.488 million).

Georgia

Atlanta, GA Sam Nunn Atlanta Federal Center..... \$72,015,000

GSA proposes \$72.015 million for a repair and alteration project for the Sam Nunn Atlanta Federal Center (SNAFC), located at 100 Alabama Street SW in Atlanta, GA. The proposed project will address critical system and infrastructure-related issues, including the upgrades to the electrical system and mold abatement through cleaning and remediation of the air conveyance system and repairing and upgrading outdoor air systems.

The SNAFC is currently leased from the City of Atlanta, with the Downtown Development Authority, a quasi-governmental entity with the City of Atlanta, acting as the lessor for this facility. GSA plans to acquire the asset through donation, consistent with an existing agreement, and take ownership on October 1, 2023.

The FY 2023 request is for Design (\$5.547 million), Construction (\$61.786 million) and Management and Inspection (\$4.682 million).

Massachusetts

Boston, MA John Joseph Moakley U.S. Courthouse..... \$115,354,000

GSA proposes \$115.354 million for a repair and alteration project for the John Joseph Moakley U.S. Courthouse, located at One Courthouse Way in Boston, MA. The project will address the mechanical, electrical, fire alarm systems, repair the deteriorating building envelope to mitigate impacts of the humid climate, replace the roof, and modernize conveyance systems.

The proposed project will replace outdated boilers, chillers, and air handling units, upgrade the building automation system, and improve overall energy performance thereby reducing operating costs. Exterior construction includes replacement of the roof with a new high-efficiency assembly to provide related ceiling and roof perimeter fire barriers and replacement of lightning protection. Building envelope repairs include sealants and metal flashing that will be replaced around the facility, including the glass curtain wall, windows, skylights, doors, and expansion joints, and repointing of the masonry in some areas will be undertaken. The conveyance system will be modernized to meet current technology, performance, and code standards. The project also includes replacement of the voice evacuation fire alarm system. Additionally, full lighting fixture, sensor, and control upgrades will be integrated into the new building automation system.

The FY 2023 request is for Design (\$10.345 million), Construction (\$99.435 million) and Management and Inspection (\$5.574 million).

Montana

Butte, MT Mike Mansfield Federal Building and U.S. Courthouse..... \$25,792,000

GSA proposes \$25.792 million for a repair and alteration project for the Mike Mansfield Federal Building and U.S. Courthouse at 400 North Main Street in Butte, MT. The proposed project will repair seismic and structural deficiencies, including a full seismic upgrade, roof replacement, building systems upgrades, and correction of accessibility, circulation, and code deficiencies.

The proposed project will enhance the building systems, structure, and the efficiency of the building. Exterior construction includes façade, seismic, and structural repairs, and roof replacement. Interior construction includes correction of Architectural Barriers Act Accessibility Standards (ABAAS) deficiencies at the main entry ramp access, doorways, restrooms, drinking fountains, stairs, handrails, and building circulation. Modernization of the outdated and obsolete building systems include upgrades to the HVAC, electrical subpanels, receptacles, and exterior egress lighting, sewer, plumbing fixtures, and water heater. Blast mitigation will be included as appropriate.

The FY 2023 request is for Design (\$2.211 million), Construction (\$21.700 million) and Management and Inspection (\$1.881 million).

New York

New York, NY Alexander Hamilton U.S. Custom House..... \$68,497,000

GSA proposes \$68.497 million to continue the Phase I construction, and management and inspection, and Phase II design of a two-phase repair and alteration of the Alexander Hamilton U.S Custom House. Phase I design was funded in FY 2018 and currently underway. The project will correct building deficiencies and arrest ongoing structural deterioration of a National Historic Landmark located at 1 Bowling Green, New York, NY.

Phase I of the project includes structural repairs to remediate water infiltration at and below grade. The proposed work will arrest structural deterioration at the basement and sub-basement levels of the building, and repair damage caused by water infiltration.

Phase II of the project is to remediate water infiltration around windows, masonry, and roofs. The exterior windows will be considered for blast resistance in accordance with the requirements in GSA's *Facilities Standards for the Public Buildings Service* (PBS-P100). Also included in Phase II is the protection of murals within the rotunda and the restoration of masonry, including sculptures, and roofs damaged by water infiltration.

The FY 2023 request is for Design (\$5.219 million), Construction (\$58.530 million) and Management and Inspection (\$4.651 million).

New York, NY Daniel Patrick Moynihan U.S. Courthouse..... \$50,440,000

GSA proposes \$50.44 million for a repair and alteration project for the Daniel Patrick Moynihan U.S. Courthouse, located at 500 Pearl Street, New York, NY. The proposed project will address failures in the building envelope, roof replacement, and incidental interior repairs. Façade repairs consist of repointing and sealing of existing windows, regrouting of joints in the granite cladding and cleaning of all marble cladding surfaces, and other associated repairs required to the existing façade. The project will also include replacement of all roofing systems for the building, and repair to interior spaces damaged by leaks in the façade and roof. Interior repair work consists of ceiling and wall replacement, and new finishes.

The FY 2023 request is for Design (\$3.812 million), Construction (\$43.905 million), and Management and Inspection (\$2.723 million).

New York, NY Silvio J. Mollo Federal Building..... \$241,877,000

GSA proposes \$241.877 million for Phase II of a two-phase modernization project of the Silvio J. Mollo Federal Building (Mollo Building), located at 1 St. Andrew's Plaza, New York, NY. The proposed project will address seismic, structural, security, and major building systems deficiencies, as well as provide a new buildout of the Department of Justice–U.S. Attorney's Office (USAO) Criminal Division, and U.S. Marshals Service (USMS) space.

Phase I of the two phase modernization, funded in FY 2020, provided for the design of the modernization of the Mollo Building and the design and construction of swing space buildout, space recapture, and related improvements at the Jacob K. Javits Federal Building, located at 26 Federal Plaza, New York, NY.

Phase II includes the full modernization of the Mollo Building to address seismic, building systems, security, and structural and tenant space deficiencies. The modernization entails complete replacement of all building elements and building infrastructure, retaining only the foundation and structural superstructure. Seismic, progressive collapse, security, and ABAAS deficiencies will be corrected, and a blast-resistant façade will replace the existing exterior wall construction. All building systems, including system equipment, distribution, controls, and fixtures will be replaced, accessibility upgrades will be undertaken, and interior space will be built out in accordance with current USAO and USMS requirements. A new main entrance and security pavilion will be integrated into the modernization.

It is imperative that the Southern District of New York USAO's Criminal Division remain housed within the Mollo Building. This location provides USAO with secure and easy access to both the Daniel Patrick Moynihan U.S. Courthouse and the Thurgood Marshall U.S. Courthouse, as well as the Metropolitan Correctional Center, a Federal prison serving Manhattan. The commercial real estate market makes it highly unlikely that office space for the USAO Criminal Division could be found in one location within a reasonable distance from both courthouses and the USAO has a clear, long term need proximate to the Courthouse. If the USAO Criminal Division were to be housed elsewhere, the transit times from the courthouses and correctional facility would be

longer, and there would be a chance USAO operations would have to be split up among multiple locations, impacting security and operational efficiency and resulting in a significantly higher cost to the taxpayer.

The FY 2023 request is for Phase II Construction (\$227.338 million) and Management and Inspection (\$14.539 million).

Ohio

Cleveland, OH Carl B. Stokes U.S. Courthouse..... \$55,830,000

GSA proposes \$55.83 million for a repair and alteration project for the Carl B. Stokes U.S. Courthouse to correct the ongoing deterioration of the plaza system, eliminate water infiltration into the building, and allow for the completion of the plaza toward Superior Avenue, which has remained unfinished since construction of the courthouse. The project will also upgrade the building's fire alarm system.

The project proposes to repair the plaza to eliminate water leaks and infiltration into the lower levels of the building and extend the currently incomplete plaza towards Superior Avenue as was envisioned in the original design. Due to a funding shortfall when the building was originally constructed, a portion of the plaza was left unfinished.

Additionally, the project proposes to upgrade the building's fire alarm system that has exceeded its useful life. The main fire alarm control panel will be replaced, and other components will be repaired or replaced throughout the building. Repairs to interior walls and glass dividers impacted by the replacement of fire alarm devices will be undertaken.

The FY 2023 request is for Design (\$5.586 million), Construction (\$45.595 million) and Management and Inspection (\$4.649 million).

Oklahoma

Oklahoma, OK William J. Holloway Jr. U.S. Courthouse and U.S. Post Office...\$55,199,000

GSA proposes \$55.199 million for the construction of the final phase of a two-phase repair and alteration project for the William J. Holloway, Jr. United States Courthouse (Holloway CT) at 200 Northwest Fourth Street, Oklahoma City, OK, and the United States Post Office and Courthouse (PO-CT) at 215 Dean A. McGee Avenue. These two buildings are part of a three-building Federal complex that also includes the Federal Parking Garage. Alterations to the Holloway CT and PO-CT include interior alterations; exterior improvements, such as stone repair and roof and window system replacements; modernization of outdated mechanical, electrical, fire alarm, and plumbing systems; and sitework.

The second phase includes the remaining repair and alteration of the PO-CT. Proposed interior construction includes replacement of finishes and fixtures in restrooms and common areas, as well as repair of water damage to interior woodwork and stone. The HVAC system also will be upgraded. Electrical work includes additional lighting and replacement of electrical panels. The mechanical penthouse roof will be replaced and the walls repaired. Fire and life-safety upgrades include seismic modifications and enhancements to the fire sprinkler system. Plumbing fixtures will be replaced in all restrooms and a basement drainage system installed. Site improvements include walkway repair, landscaping upgrades, and the installation of an accessible entry landing and ramp at the main building entry.

The FY 2023 request is for Construction (\$52.072 million) and Management and Inspection (\$3.127 million).

Pennsylvania

Philadelphia, PA James A. Byrne U.S. Courthouse..... \$83,955,000

GSA proposes \$83.955 million for a repair and alteration project for the James A. Byrne U.S. Courthouse (Byrne USCH), located at 601 Market Street in Philadelphia, PA. The Byrne USCH supports the operations of the U.S. Court of Appeals for the Third Circuit and the U.S. District Court for the Eastern District of Pennsylvania. The proposed project will upgrade the HVAC system, which includes comprehensive repairs or replacement of obsolete air handling units and degraded ductwork, the installation of enhanced controls and related electrical and life-safety upgrades. Project-related demolition and repairs will be required and abatement of asbestos-containing materials will be undertaken in mechanical spaces and around ductwork. Electrical and life-safety upgrades resulting from the HVAC component upgrades and distribution network changes will be undertaken, where required. GSA will execute the project while the building remains occupied, therefore, the phasing and project schedule are structured so as not to disrupt tenant missions.

The FY 2023 request is for Design (\$7.349 million), Construction (\$71.028 million), and Management and Inspection (\$5.578 million).

South Carolina

Greenville, SC C.F. Haynsworth Federal Building and U.S. Courthouse..... \$59,850,000

GSA proposes \$59.850 million for a repair and alteration project for the C.F. Haynsworth Federal Building and U.S. Courthouse located at 300 E. Washington Street, Greenville, SC. Existing tenants will relocate to the newly constructed Carroll A. Campbell, Jr. U.S. Courthouse, the move into the facility is currently underway. The project will modernize and upgrade critical building systems and address deficiencies of the building envelope. Interior alterations will be undertaken to reconfigure the space, accommodate security and circulation requirements at the U.S. Bankruptcy Courthouse, and provide chambers for the U.S. Court of Appeals judges. The project

will provide continued occupancy in federally owned space for the judiciary and U.S. Department of Justice tenants, and provide a Federal solution for other tenants currently housed in leased space.

The FY 2023 request is for Design (\$5.433 million), Construction (\$51.207 million) and Management and Inspection (\$3.210 million).

Vermont

Saint Albans, VT Federal Building, U.S. Post Office and U.S. Custom House... \$17,978,000

GSA proposes \$17.978 million for a repair and alteration project for the Federal Building, U.S. Post Office, and Custom House (FB-PO-CU) located at 50 S. Main Street, Saint Albans, VT to address the building's deteriorating envelope, roof, windows, HVAC system, and portions of the interior damaged by water infiltration.

The project includes exterior work to the 1967 portion of the building, including repairs and replacement of the exterior envelope system, installation of new windows, frames, and hardware to match the original building with blast resistance, and replacement of the roof. Modernization of the HVAC system includes replacement of the chillers and repairs and upgrades to the heating system and the building automation system. Electrical improvements include upgrades to lighting, the photovoltaic system, and electrical service for the HVAC, and upsizing of the building's generator. Incidental interior alterations will also be undertaken. The project will also provide temporary trailer(s) for swing space and repair of the parking lots, stairs, and some interior finishes.

The FY 2023 request is for Design (\$1.559 million), Construction (\$15.380 million) and Management and Inspection (\$1.039 million).

Washington

Seattle, WA Henry M. Jackson Federal Building..... \$33,720,000

GSA proposes \$33.720 million for a repair and alteration project for the Henry M. Jackson Federal Building located at 915 2nd Avenue in Seattle, WA. The proposed project will repair and upgrade the plaza and building interface waterproofing system and replace the outdated fire alarm system and fire pumps.

The proposed project includes upgrades of the plaza and building waterproofing system and upgrade of the existing plaza by removing the existing waterproofing system, repairing and sealing the underlying substrate, and applying a new waterproofing system. Existing historical and public art elements located throughout the plaza will be removed, restored, repaired, and then reinstalled. Spot abatement of hazardous materials including asbestos-containing material (ACM) will be performed during the removal of the plaza's existing planter boxes. Sitework

plumbing upgrades include ground irrigation-related items and site and tree well drainage will be repaired to provide enhanced drainage functionality, thereby reducing the potential for future water intrusion into the building. New trees and other plantings will be installed. Sitework electrical upgrades include the replacement of exterior plaza lighting fixtures and wiring and temporary additional exterior lighting during construction.

The proposed project also includes upgrades to the fire alarm system and fire pumps to address deficiencies in the existing systems and meet current code. Spot abatement of hazardous materials, including ACM, will be performed during the removal and installation of the old and new fire alarm system. Related interior alterations, including interior repairing, patching, and painting, to bring the building back to its original state. Electrical upgrades associated with the fire pumps will also be undertaken.

The FY 2023 request is for Design (\$2.780 million), Construction (\$28.527 million) and Management and Inspection (\$2.413 million).

Seattle, WA Nakamura Federal Building..... \$52,229,000

GSA proposes \$52.229 million for a repair and alteration project for the William K. Nakamura U.S. Courthouse located at 1010 5th Avenue, Seattle, WA. The proposed project will repair exterior deficiencies and restore the historic exterior wall system. Repairs are necessary to stop material degradation and water intrusion into the building and ensure that pedestrians and building occupants are not put at risk.

The project proposes the complete removal of the existing terra cotta exterior wall system, including the parapets, mortar bed, and anchorage back to the concrete substrate, and installation of a new terra cotta rainscreen system to stop material degradation and water intrusion into the building. The new assembly will include a fluid-applied air and weather barrier, rigid thermal insulation, and terra cotta rainscreen system with sanded silicone sealant joints. The proposed project also includes lawn and site restoration for contractors' material laydown and equipment storage, along with replacement of the aging building up-lighting system.

The FY 2023 request is for Design (\$4.323 million), Construction (\$45.322 million) and Management and Inspection (\$2.584 million).

**Special Emphasis Program
Nationwide**

Judiciary Capital Security Program..... \$20,000,000

GSA proposes \$20 million to improve physical security in buildings occupied by the Federal judiciary and USMS. These projects are in lieu of constructing new facilities, thereby providing cost savings and expedited delivery. These projects will vary in size, location, and delivery method, and are designed to improve the separation of circulation for the public, judges, and prisoners. Funding provided for the security improvement projects will address elements such as

adding doors, reconfiguring, or adding corridors, reconfiguring or adding elevators and sallyports, and constructing physical or visual barriers.

Since FY 2012, GSA has received \$128,922,000 in support of this program. These funds were allocated to 15 projects.

Fire Protection and Life Safety Program..... \$30,000,000

GSA proposes \$30 million to upgrade, replace, and improve fire protection systems and life-safety features in buildings under the jurisdiction, custody, and control of the GSA during FY 2023.

As part of its fire protection and life-safety efforts, GSA currently is identifying projects in Federal buildings throughout the country through surveys and studies. These projects will vary in size, location, and delivery method. Typical projects include:

- Replacing antiquated fire alarm and detection systems that are in need of repair or for which parts are no longer available.
- Installing emergency voice communication systems to facilitate occupant notification and evacuation in Federal buildings during an emergency.
- Installing or expanding, as necessary, fire sprinkler systems to provide a reasonable degree of protection for life and property from fire in Federal buildings.
- Constructing additional exit stairs or enclosing existing exit stairs to facilitate the safe and timely evacuation of building occupants in the event of an emergency.

Since FY 2010, GSA has received \$173,224,000 in total funding for this program. The funds supported 106 projects in 98 federally owned buildings.

Seismic Mitigation Program..... \$10,000,000

GSA proposes \$10 million to install, upgrade, and improve seismic performance in buildings under the jurisdiction, custody, and control of the GSA.

GSA has initiated a program to identify nonstructural seismic hazards, and initiated correction and risk reduction projects associated with those hazards. According to the Department of Homeland Security, Federal Emergency Management Agency, most of the damage caused by several recent U.S. earthquakes was the result of nonstructural failures and falling nonstructural building components are responsible for the majority of injuries. Completion of projects funded through this program will reduce the risk from seismic events in buildings in the GSA portfolio.

Typical projects include:

- Installing or upgrading seismic bracing on fire suppression piping, water lines, gas lines, and steam lines to reduce fire risk and reduce risk from falling hazards to the building occupants;
- Installing seismic bracing on partitions with large height-to-thickness ratios, terra cotta, or unbraced stairwell conditions, including revisions to stairs to allow for relative floor movement during seismic events;
- Installing seismic bracing and snubbers, as required, to mechanical and electrical equipment to reduce instability, fire risk, and post-event downtime;
- Installing seismic bracing on and above suspended ceilings to prevent ceilings, fixtures, equipment, and piping from falling;
- Bracing parapet walls and other facade elements to reduce falling hazards at the exterior of buildings and at building exits;
- Strengthening diaphragm and connections to lateral load resisting elements;
- Strengthening critical structural members and connections; and
- Anchoring features and installing seismic bracing on furniture, fixtures, and equipment to mitigate injury risk.

Since FY 2018, GSA has received \$8,696,000 (via GSA's Major Repairs and Alteration Spend Plan process) in support of this program. These funds supported six projects in six GSA-controlled buildings.

Energy and Water Retrofit and Conservation Measures Program..... \$15,000,000

GSA proposes \$15 million to invest in projects that directly result in reduced energy usage, reduced water usage, utility cost savings, and reduced pollution and emissions in Government-owned buildings beginning in FY 2023.

GSA's Energy and Water Retrofit and Conservation Measures Program is designed to reduce on-site energy and water consumption through building alteration projects or retrofits of existing buildings systems. Completing these projects is an important part of GSA's approach to complying with requirements in the Energy Act of 2020 (EA2020) and Executive Order 14057: Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability.

Projects will reflect GSA and Administration priorities including reducing costs; advancing clean and innovative technologies; and reducing pollutants and emissions from building operations. Furthermore, this investment may generate rebates and incentives from utility companies and grid operators.

In addition to meeting the stated priorities, the decision criteria for proposed projects will be evaluated economically using life-cycle cost methodologies to ensure they will generate a positive

return-on-investment within the expected lifetime of the equipment in addition to meeting the stated priorities. In addition, other qualitative criteria may be applied to projects that have ancillary benefits. For example, a project that improves energy resiliency at a mission-critical facility.

Typical projects include, but are not limited to, the following:

- Upgrade HVAC systems with new, high efficiency systems;
- Replace existing lighting and lighting controls including associated wiring;
- Install and upgrade building automation systems (BAS) and energy management control systems (EMCS);
- Design and install and connect renewable energy systems including solar photovoltaics, solar water heating, and wind power;
- Design and install advanced geothermal heat pumps to replace conventional heating and cooling equipment;
- Install or repair energy and water metering systems, diagnostic sensors, and equipment;
- Replace electrical motors with multi-speed or variable-speed motors;
- Install battery backup systems with load shedding and grid stabilization functions;
- Insulate roofs, walls, pipes, HVAC ducts; and mechanical equipment;
- Install multi-pane windows, and seal and repair existing windows;
- Upgrade plumbing systems with high efficiency toilets and sinks; and
- Install high efficiency irrigation and watering systems, and provide for native landscaping and natural habitat restoration.

Climate and Resilience Program..... \$60,000,000

GSA proposes \$60 million to advance climate adaptation and resilience risk assessments and mitigation strategies to safeguard property under GSA's jurisdiction, custody and control. As part of this effort, GSA will undertake forward-looking climate information and climate adaptation analyses and projects to manage vulnerabilities and risks created by changes in climate weather patterns.

Program funds will be used to conduct formal agency-wide vulnerability assessments to align with the climate science from the latest National Climate Assessment and to fortify agency risk management efforts. Program funds will also be used to execute identified, highest priority projects. The following items would be included:

- Development of a portfolio-wide Vertical Data and Information profile to determine flood vulnerabilities for buildings (or other horizontal assets), estimated flood mitigation project costs, and time frames for project execution.
- Modernization of agency internal guidance, systems, and tools to assist GSA with implementation.
- Tailored training for agency professionals.
- Map within GSA's Geographic Information System all assets that have climate profiles developed and characteristics of each site.

- Integrate statistical downscaling for Puerto Rico, Hawaii, and Alaska into new and existing asset risk assessment processes.
- Execute capital projects developed using the data, mapping, and processes identified and developed above for the highest priority assets.

Consolidation Activities Program..... \$30,000,000

GSA proposes \$30 million for the reconfiguration and renovation of space within federally owned and leased buildings during FY 2023 to support GSA's ongoing consolidation efforts to improve space utilization, optimize inventory, decrease reliance on leased space, and reduce the Government's environmental footprint.

As part of its ongoing effort to improve space utilization, optimize inventory, decrease reliance on leased space, and reduce the Government's environmental footprint, GSA is identifying consolidation opportunities within its inventory of real property assets. These opportunities are presented through surveys and studies, partnering with customer agencies and agency initiatives. Projects will vary in size by location and agency mission and operations; however, no single project will exceed \$20 million in GSA costs. Funds will support consolidation of customer agencies and will not be available for GSA internal consolidations. Preference will be given to projects that result in an office utilization rate of 130 usable square feet per person or less and a total project payback period of 10 years or less.

Typical projects include the following:

- Reconfiguration and alteration of existing Federal space to accommodate incoming agency relocation/consolidation (which may include reconfigurations of existing occupied Federal tenant space);
- Right sizing the Federal footprint including restacking and consolidations to account for anticipated remote and hybrid work arrangements; and
- Incidental alterations and system upgrades, such as fire sprinklers or heating, ventilation, and air conditioning, needed as part of relocation and consolidation.

Since the inception of the Consolidation Activities program in FY 2014, GSA has received \$322,353,000 in support of the program and, through FY 2021, has funded 87 projects. When complete, these 87 projects will result in more than a 1.8 million usable square foot space reduction, thereby reducing agency rental payments to GSA by \$76 million annually and generating more than \$163,000,000 in annual Government lease cost avoidance. These projects will more than recover the initial capital investment after just two years of project completion and will continue to accrue additional savings over the life of these assets.

Minor (Basic) Repairs and Alterations Nationwide

Basic Repairs and Alterations Program..... \$398,797,000

The FY 2023 repairs and alterations program request included \$398.797 million for Basic Repairs and Alterations and is dedicated to ensuring that the existing infrastructure receives the

investment necessary to support customer agencies at the lowest possible cost to the taxpayers. Projects executed in this account are executed below the current prospectus threshold of \$3.375 million or are for recurring repairs costing both above and below the prospectus threshold.

The majority of obligations address below prospectus-level serviceability work items to maintain a facility's suitability to its original intended function. These are repairs to prevent deterioration and damage to buildings, their support systems, and operating equipment. The balance of funds received address space alterations, health and safety, physical security and special programs.

Postponing repairs and system upgrades leads to higher operating and maintenance costs and subsequent increased repair or replacement costs.

Installment Acquisition Payments

(Dollars in Thousands)

FY 2020 Enacted	FY 2022 Annualized CR	FY 2023 Request
\$0	\$0	\$69,024

Program Description

This activity provides for payments owed to the proposed Federal Capital Revolving Fund (FCRF). In accordance with the proposed FY 2022 FCRF appropriations language and program guidelines, the purchasing agency shall budget for the first repayment to the FCRF prior to receiving the transfer of funds. The purchasing agency shall pay back 1/15 of the total transfer annually until the funds are repaid.

Program Strategy

The President's FY 2023 Budget Request proposes the capitalization of the FCRF with a \$5 billion mandatory appropriation and will provide opportunities for civilian Federal agencies to fund the largest Federal real property projects, such as construction, renovation and purchase, in one appropriation, capturing economies of scale and greater certainty in schedule and funding. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$2.5 billion or the balance in the FCRF, including annual repayments.

The establishment of the FCRF will: (1) fund large-dollar, federally owned, civilian real property capital projects that house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels—a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

GSA's FY 2022 budget request proposed two inaugural FCRF projects at the Jacob Javits Federal Building in New York, NY, and the Kefauver Complex in Nashville, TN, for full project funding through the FCRF at a total upfront cost of \$1.035 billion. The FY 2023 budget requests \$69M to pay the 1st of 15 installment payments.

Installment Acquisition Payments, Summary of Request

(Dollars in Thousands)

	FY 2023	FY 2024 thru FY 2037	Total
Mandatory:			
Collection of Transfer from Federal Capital Revolving Fund	\$(1,035,353)		\$(1,035,353)
Total Estimated Project Cost	\$ 1,035,353		\$ 1,035,353
Discretionary:			
Jacob Javits Federal Building New York, NY	\$ 49,024	\$ 686,329	\$ 735,353
Kefauver Complex Nashville, TN	\$ 20,000	\$ 280,000	\$ 300,000
Total Repayments to Federal Capital Revolving Fund	\$ 69,024	\$ 966,329	\$ 1,035,353

Installment Acquisition Payments, Project Descriptions

New York

New York, NY Jacob K. Javits Federal Building.....\$735,353,000
transfer with annual repayments of \$49,024,000

GSA proposes \$735.353 million for a repair and alteration project to undertake system upgrades and restack DHS at the Jacob K. Javits Federal Building located at 26 Federal Plaza, New York City, NY. GSA is requesting a purchase transfer from the FCRF for the full cost of this project. In accordance with the requirements of the FCRF, GSA is requesting NOA for the first repayment owed to the FCRF of \$49.024 million.

The proposed project will focus on fire protection, life-safety, and immediate critical building system infrastructure needs. Additionally, the project will restack 160,000 USF of DHS-USCIS and 200,000 USF of DHS-ICE across 8 floors. DHS-USCIS is planning to relocate mission functions to Queens and Brooklyn to better support their mission. This proposed DHS-USCIS move out of Javits is not part of this project. However, these moves allow this project to restack the remaining DHS offices and provide swing space to undertake the air handler unit scope of this proposed project. Upon completion of the project, GSA expects the building to be nearly fully occupied. The infrastructure scope of this project includes the replacement of central air handling units, HVAC hydronic piping replacement, a new rooftop emergency generator, passenger and service elevator upgrades, bringing IT backbone cabling into compliance, fire alarm backbone upgrade, fire protection water supply infrastructure upgrades, active fire protection systems upgrade, new fireproofing, progressive collapse mitigation, exterior envelope repairs, replacement of closed loop cooling towers, and all necessary associated hazardous materials abatement. Tenant spaces and respective systems that have been recently renovated and upgraded will not be altered under this project.

Life-safety issues and deteriorating building systems need to be addressed on an urgent basis. Continuing maintenance of equipment that has reached the end of its useful life is expensive, burdensome on other programs, and potentially runs the risk of building closure if equipment were to fail. This building acts as the main Federal Government hub in New York City. GSA has been renovating floors within the building to provide new office space for occupants in recent years. This scope is necessary to allow the building to continue to function, and provide a safe work environment for all tenants in both older office fit-outs and newly built spaces. With tenant consolidation projects, GSA expects to increase FTEs in the building, which need more efficient and functional building systems to provide the optimal customer experience.

The FY 2022 request is for Design (\$54.323 million), Construction (\$644.465 million) and Management and Inspection (\$36.565 million).

Tennessee

Nashville, TN Estes Kefauver Federal Building and Annex.....\$300,000,000 transfer with annual repayments of \$20,000,000

GSA proposes \$300 million for a repair and alteration and consolidation project for the Estes Kefauver Federal Building and Annex (Kefauver Complex), located at 801 Broad Street in Nashville, TN. GSA is requesting a purchase transfer from the FCRF for the full cost of this project. In accordance with the requirements of the FCRF, GSA is requesting NOA for the first repayment owed to the FCRF of \$20 million.

The proposed project will replace and upgrade aged building systems, infrastructure, technology and code compliance needs. Additionally, the project will enable the backfill of approximately 93,000 USF of vacant space created by the new courthouse being constructed in Nashville.

The New Nashville Courthouse is expected to be completed and occupied in October 2021 and the space vacated by the U.S. District Court will be backfilled with Federal agencies currently in leased space. The U.S. Bankruptcy Court and the U.S. Court of Appeals are also currently housed in leased space and have been identified to backfill the Kefauver Complex, utilizing the vacated pre-existing court space. Additionally, the Veterans Benefits Administration currently has space in the Kefauver Complex and has requested additional space in an effort to consolidate services that they currently have in leases within the Nashville metropolitan area.

This repair and alterations project will provide long term use of the Kefauver Complex, improve energy consumption, reduce vacancy in the buildings, modernize the buildings, retain the elements that make the complex a historically-significant piece of architecture, meet the future workplace needs of Federal tenants, and comply with GSA facility quality/performance standards and objectives.

Rental of Space

(Dollars in Thousands)

FY 2021 Enacted	FY 2022 Annualized CR	FY 2023 Request
\$5,725,464	\$5,725,464	\$5,645,680

Note: Figures do not include indefinite authority for leased space.

Program Description

This activity provides for the leasing of privately-owned buildings when federally owned space is not available. This includes space controlled by other Federal agencies, including U.S. Postal Service facilities. GSA provided 176 million square feet of leased space in FY 2021, and expects to provide 171 million square feet in FY 2022 and 170 million square feet in FY 2023. (Note: This NOA request does not include any space funded by GSA's Indefinite Lease Authority).

In FY 2023, \$5.6 billion is required for the Rental of Space program. This amount funds annual rent for current leases, real estate taxes and other one-time payments, and rent increases associated with replacement leases and expansion space.

The FY 2023 Rental of Space request consists of the following requirements:

- \$5,592 million for annual rent for leases already in GSA's inventory;
- \$122 million for real estate taxes and one-time payments, such as claims and buyouts partly offset by free rent and broker commission credits, and COVID related cleaning costs for confirmed or suspected cases;
- \$(116) million in cancellations which represents the amount of space leaving the inventory;
- \$37 million for rent increases, typically associated with replacement leases, operating cost escalations, and step rents;
- \$10 million for temporary expansion space, the amount of space entering the inventory for temporary leases in support of major repair and alteration projects and relocations due to forced moves or health and safety conditions; and

The FY 2023 request represents a 1.4% decrease for Rental of Space requirements from the FY22 annualized CR. This is partly due to the non-recurrence of \$63 million of COVID-19 disinfection and cleaning services included in the FY 2022 Request, and an overall decrease of over 1 million rentable square feet from the FY 2022 requirements. The decrease is netted with cost increases including \$34.7 million in delegated leases that are returning to GSA, which increases the size of GSA's leased portfolio. Additionally, the FY 2023 request assumes that no available carryover funding is offsetting the FY 2023 requirements as that reserve funding is necessary to cover up to potentially 15% of "high risk" single tenant leases currently in the firm term but which could be returned to the GSA portfolio by occupant agencies. Funding is

necessary to support return of space or payments to lessors for termination resulting from the post COVID Return to Work/Future of Work environment.

Rental of Space, Explanation of Changes (Dollars in Thousands)

	New Obligational Authority (NOA)
Fiscal Year 2022 Annualized CR	\$5,725,464
FY2022 Requirement	\$5,638,621
NOA Conversion of FY2023 IA Base	113,796
FY23 Part Year Cost of Program Changes	5,159
Annualization of remaining FY 2023 Program Changes	(21,842)
Lump Sums (Taxes, IBAA's, RWAs, Double Rent, Others)	(143,698)
Fiscal Year 2023 Base	\$5,519,491
Lump Sums (Taxes, IBAA's, RWAs, Double Rent, Others)	111,625
Rent Changes (Step Rent, CPI's, Escalations)	36,789
Expansions	9,995
COVID HVAC CDC Guidelines	72,545
COVID Cleaning for Confirmed / Suspected Cases	11,000
Cancellations	(115,765)
Fiscal Year 2023 Request	\$5,645,680

Program Strategy

GSA has worked closely with partner Federal agencies to: (1) capture the full breadth of agency real estate portfolios in federally owned and leased space, and (2) create a roadmap for agencies to right-size their respective footprints. GSA is working with agencies to outline opportunities for consolidation and is establishing a sustainable ratio of leased and owned real estate for the GSA portfolio. The funding provided for consolidation projects and the special emphasis consolidation activities in the Capital Program request allows PBS to create new opportunities for agencies to downsize and reduce costs.

As the Government continues to implement strategies to identify savings through efficient space use, the cost to lease new space is expected to decrease in aggregate as GSA replaces, consolidates or terminates expiring leases. Although GSA passes on the costs of leased space to its occupant agencies, GSA's objective is to reduce the overall amount of leased RSF, while also budgeting for the necessary costs of Rental of Space requirements. This activity provides the Government with a portfolio approach to managing leasing requirements for space. PBS will look to fill a requirement for another agency with any recently vacated space. Having a

centralized portfolio approach for leasing enables this type of holistic approach to meeting needs across all Federal agencies.

GSA recognizes the opportunity for post-COVID space reduction. The expiring leases across the country are prime for potential consolidation into a more agile work space that will reduce the Government's reliance on more costly leased space. Accordingly, the FY 2023 budget aims to maintain a balance of funds to provide enough flexibility for GSA to financially manage expiring leases, terminations, and potential buyouts that could result from upcoming post-pandemic space planning or Federal agencies exercising their option to return space to GSA with the provision of 120 days notice. The FY 2023 request reflects prudent planning, with anticipated carryover reserved to ensure sufficient BA availability to support return of space or payments to lessors for termination resulting from the post COVID Return to Work/Future of Work environment. No anticipated carryover is applied as offset to GSA's FY 2023 Rental of Space requirements.

Impact of Delegated Buildings Returning to GSA

Part of GSA's new inventory in FY 2023 is attributed to facility leases executed under delegated authority returning to GSA from other Federal agencies. During FY 2023 approximately 0.7 million RSF of leased space will be returned to GSA's inventory, resulting in a \$14.4 million requirement within indefinite lease authority (IA). The additional costs will be recovered in GSA's rent collections and do not represent a net increase in overall obligations across the Government. These returned delegations generate an overall benefit as GSA is able to better manage the leasing of space for agencies, allowing these agencies to focus on mission-oriented work. The NOA impact of delegated returns in FY 2023 is \$34.7 million and 799 thousand RSF from the FY 2021 returned delegations that move from IA to NOA.

Impact of COVID-19 Costs

The FY 2023 Request contains \$11 million for costs related to addressing the Centers for Disease Control and Prevention (CDC) requirements related to cleaning and disinfecting in response to confirmed or suspected COVID-19 cases. Additionally, the FY 2023 request maintains \$73 million for implementing the CDC guidelines for increasing ventilation and improving air filtration.

Building Operations

(Dollars in Thousands)

FY 2021 Enacted	FY 2022 Annualized CR	FY 2023 Request
\$2,533,444	\$ 2,533,444	\$2,992,381

Note: Figures do not include indefinite authority

Program Description

The Building Operations program requires \$2.99 billion in FY 2023 to provide services for both federally owned and non-fully serviced leased facilities, as well as administration and management of all PBS real property programs. Of the total amount requested in support of Building Operations, the Building Services allocation funds services and cost increases for cleaning, utilities, maintenance, and building services; the Salaries and Expenses allocation supports PBS personnel costs excluding reimbursable FTE, PBS-specific IT applications and PBS's contribution to GSA's Working Capital Fund.

In addition to the NOA requested in FY 2023, PBS projects \$1.4 billion in reimbursable authority for services provided to other agencies, including funding for 316 FTEs. PBS also projects \$45 million in permanent indefinite authority from the International Trade Center, Cooperative Use Act and National Antenna programs.

Building Operations, Explanation of Changes

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized CR	FY 2023 Request
BASE BUILDING	\$ 1,392,942	\$ 1,467,827	\$ 1,495,822
Maintenance	\$ 505,973	\$ 533,147	\$ 546,635
Cleaning	\$ 415,446	\$ 495,602	\$ 483,505
Utilities	\$ 406,820	\$ 369,022	\$ 389,540
Security	\$ 64,703	\$ 70,056	\$ 76,142
OTHER / MISC BUILDING	\$ 112,622	\$ 140,732	\$ 143,263
Misc Bldg Support	\$ 87,041	\$ 111,495	\$ 113,755
Studies	\$ 23,444	\$ 25,699	\$ 25,898
Building Moves	\$ 2,137	\$ 3,538	\$ 3,610
PBS ADMINISTRATIVE	\$ 1,251,262	\$ 1,334,654	\$ 1,412,034
Personnel Compensation and Benefits	\$ 808,076	\$ 882,284	\$ 927,502
RWA Project Management Fee Offset	\$ (58,214)	\$ (45,000)	\$ (52,212)
GSA Working Capital Fund	\$ 370,550	\$ 379,435	\$ 392,261
Management Support	\$ 72,143	\$ 70,960	\$ 83,038
PBS Information Technology	\$ 49,652	\$ 46,999	\$ 60,775
Administrative Services	\$ 16,722	\$ 9,428	\$ 10,064
Heating Operation and Transmission Division	\$ (7,667)	\$ (9,452)	\$ (9,394)
OTHER / MISC PBS ADMINISTRATIVE	\$ (10,916)	\$ 1,792	\$ (6,738)
Travel	\$ 1,274	\$ 10,685	\$ 10,899
Training	\$ 5,738	\$ 7,348	\$ 7,495
Telephones	\$ 3,750	\$ 5,385	\$ 4,868
Equipment	\$ 1,942	\$ 2,015	\$ 2,258
Supplies	\$ 353	\$ 901	\$ 812
Printing	\$ 102	\$ 177	\$ 174
Transportation	\$ -	\$ 26	\$ 6
RWA Object Class 25 Fee Offset	\$ (24,075)	\$ (24,745)	\$ (33,250)
TOTAL BUILDING SERVICES REQUIREMENT	\$ 2,745,910	\$ 2,945,005	\$ 3,044,381
OTHER FUNDING SOURCES	\$ (212,466)	\$ (411,561)	\$ (52,000)
TOTAL BUILDING OPERATIONS NOA	\$ 2,533,444	\$ 2,533,444	\$ 2,992,381

Note: Other Funding Sources includes funds from projected prior year recoveries, the National Antenna Program, the Cooperative Use Act, and carryover balances. The above table includes the reimbursable fee offsets.

Program Strategy

While maximizing resources for New Construction and Acquisition and the Repairs and Alterations programs, the FY 2023 request of \$2.99 billion for Building Operations continues to optimize PBS's internal operations, while supporting key building operations needs requested by GSA's customer agencies, addresses the COVID-19 pandemic requirements, and supports the goals of the Administration.

Explanation of Programmatic Changes

The FY 2023 request continues efforts to operate PBS's building inventory as efficiently as possible by keeping requested funding levels at the lowest possible level. Below are key areas of investment that will contribute to PBS's mission:

Maintenance: The maintenance budget consists of the electrical, plumbing, HVAC, elevator/escalator operations, and labor in support of the operations of facilities within GSA's jurisdiction, custody or control. The FY 2023 request includes \$547 million, a 2.5% increase from the FY 2022 annualized CR level for maintenance. This increase provides for additional wage rate increases and inflation on current maintenance contracts, as well as maintenance support for facilities that will come into PBS's inventory, including newly constructed or renovated space.

Cleaning: The cleaning budget consists of the interior cleaning, exterior cleaning, trash removal, landscaping, and snow removal operations of facilities within GSA's control. The FY 2023 request includes \$484 million, a decrease of 2.4% from the FY 2022 annualized CR funding level for cleaning. The majority of the decrease is due to revised CDC COVID-19 guidelines regarding the cleaning and disinfection for high-touch surfaces in common and high-traffic areas. CDC no longer recommends disinfection of high-touch surface areas, and thus PBS's janitorial services contracts require cleaning with soap and water.

Utilities: The utility budget consists of the costs of water and sewage, as well as the energy needed to heat, cool and power Federal facility operations controlled by GSA. The FY 2023 request includes \$390 million, an increase of 5.6% from the FY 2022 annualized CR funding level. The majority of the increase is due to costs associated with the buyout of the Goodfellow Federal Center Energy Savings Performance Contract (ESPC) in preparation to dispose of the Center, and \$10 million for implementation of the FY 2025 100% Renewable Energy Goal. The FY 2023 budget continues the FY 2022 funding assumptions for COVID-19 CDC guidelines for increasing ventilation and improving air filtration, and contains \$60 million for this requirement.

The annual costs of ESPC and Utility Energy Service Contracts (UESC) are funded from the utilities budget. GSA anticipates that these costs will be offset in future fiscal years by reductions to utility payments by PBS and cost avoidance within the maintenance and Basic Repairs and Alterations budgets. That said, first year payments for ESPCs and UESCs can have an impact on NOA if not timed with the beginning of the fiscal year. The FY 2023 NOA impact for first year payments is projected to be approximately \$150 thousand.

Security: The security budget provides funding for services provided by the U.S. Department of Homeland Security – Federal Protective Service in GSA-controlled space. The FY 2023 request includes \$76 million, an 8.7% increase compared to the FY 2022 annualized CR level. The majority of the increase is due to costs associated with needed cybersecurity and nationwide Physical Access Control Systems upgrades. GSA is working with the Federal Protective Service to analyze and control costs where appropriate.

Miscellaneous Building Support: The FY 2023 request includes \$114 million, an increase of 2% from the FY 2022 annualized CR level, for miscellaneous building support. This category consists of various programs that support improved operations including:

- The Fire Protection and Life-Safety program identifies fire and safety hazards in GSA-controlled facilities.
- The Space Alterations and Changes program funds Federal space requirements development, including expansion space and minor repairs and alterations costing under \$50,000.
- The Energy and Environmental program oversees environmental testing and hazardous material abatement, as well as improving efficiencies by diagnosing, metering and enhancing building systems with advanced automation systems. Funding for asbestos investigation and remediation continues to be of high importance and an additional \$1.7 million is included in the request to address various sites in FY23.
- The Realty Services program funds leased space requirements development, market surveys and appraisals, brokerage commissions, and assigning and backfilling space.
- The Building Technology program funds the hardware, software and support costs to benefit the major functions of building operations. This category does not include the other specific PBS IT services functions, such as application maintenance and development. This program funds Building Monitoring and Control systems and Operational Technology. The FY 2023 budget requests an increase of \$2 million over FY 2022 for additional cyber security upgrades to implement TrustSec and microsegmentation of networks, in addition to the previously budgeted funds for securing building systems.
- The Special Programs budget includes building amenities, such as food service and child care operations. Miscellaneous Building Support also funds various support functions not chargeable elsewhere, such as lease construction management services, key making, signage, renting operating equipment and tools, and raising and lowering flags.

Studies: The FY 2023 request includes \$26 million, an increase of 1% from the FY 2022 annualized CR funding level. This category includes project development studies and assessments, building engineering reports, technical studies, and planning studies. Energy audits are not included in this category and are funded through the Energy and Environmental program. Studies are the first phase in successfully developing a capital project and are vital to the formulation of the Five-Year Capital Plan; it is, therefore, imperative that funding be provided

at the requested level.

Building Moves: This category funds costs associated with moving an agency into or out of space or moving offices occupied by GSA personnel. The FY 2023 request includes \$4 million, which is flat with the FY 2022 annualized CR funding level.

Personnel Compensation and Benefits (PC&B): The FY 2023 request includes a net requirement of \$875 million, an increase of 4.5% from the FY 2022 annualized CR. The FY 2023 request maintains FTE flat with FY 2022 and funds approximately 5,554 FTE, of which 316 of these FTE will be funded from reimbursable authority. The anticipated reimbursable authority to fund PC&B in FY 2023 is \$52 million. The FBF NOA includes a 4.6% pay raise. Awards comprise 2.2% of PC&B, which will best meet agency objectives and support the recruitment and retention of high performing employees.

100% Carbon Pollution-free Electricity (CFE) and Electric Vehicle Supply Equipment (EVSE) Initiatives:

The Energy Act of 2020 as well as Executive Orders 13990, 14008, and 14057 established bold sustainability, climate and energy goals for GSA. In order to meet the Executive Order on Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability (EO 14057) goals of 100% carbon pollution-free electricity (CFE) by 2030, including 50% 24/7 CFE, the GSA/PBS Energy Division will require additional resources and technical expertise to formulate and execute new projects. Additionally, PBS will require resources to address EVSE offerings across the Government. The FY23 budget request specifically includes 7 reimbursable FTE for the CFE and 3 reimbursable FTE for the EVSE workloads respectively. Both programs are anticipated to generate reimbursable fee offsets to cover program costs through delivery of services, with an overall net zero impact to NOA.

GSA Working Capital Fund (WCF): The FY 2023 request includes \$392 million for PBS's payment to the WCF, an increase of \$13 million from the FY 2022 annualized CR level. The increase is primarily due to pay raises for employees funded through the WCF, and various Administration priorities such as cyber security and evidence and evaluation. This category provides funding for GSA's overhead and administrative functions, including Budget and Finance, the Office of General Counsel, Human Resources, and GSA IT services, as well as select PBS-specific requirements.

Management Support: The FY 2023 request includes \$83 million, an increase of 17% from FY22 annualized CR levels. Management Support refers to PBS functions that are contracted out rather than maintained in-house to fulfill short-term initiatives, implant specified subject-matter expertise or reduce personnel costs based upon competitive analyses. Positions support administrative functions, as well as core areas of PBS's business such as leasing and building support.

100% Carbon Pollution-free Electricity (CFE) and Electric Vehicle Supply Equipment (EVSE) Initiatives:

The requested management support increase will enable GSA to meet the aforementioned CFE and EVSE goals and to identify cost savings opportunities; reduce facility and program risks; and better manage, track, and report progress and return on investment for these initiatives. The FY23 budget request includes \$5.25M in reimbursable authority for the CFE initiative contract support and \$1.5M for the EVSE contract support. Both programs are anticipated to generate reimbursable fee offsets against object class 25 through delivery of services, with an overall net zero impact to NOA.

PBS Information Technology (IT) Services: The FY 2023 request includes \$61 million, which is an increase of about \$13.7 million or 29% from the FY 2022 annualized CR level. \$4.3M of the increase is associated with the implementation of G-Invoicing, which is the long-term solution for Federal Program Agencies to manage their intragovernmental buy and sell transactions as mandated by the Department of the Treasury. Funds are needed in order to enhance and update financial systems to interface with the G-invoicing application, which includes the unique attributes of the PBS rent billing process. Additionally, GSA is proposing a shift in IT costs in the amount of \$3.8 million from the WCF back into the FBF, to more closely align execution and governance processes for this select group of requirements. Conversely, funds in the amount of \$3.4 million will also be shifted from other areas of the Building Operations budget into the PBS IT purview for better execution alignment. Both of these changes have a net zero impact on overall spending. Lastly, \$1.5 million is included for repayment to the Technology Modernization Fund (TMF) for the recently approved Zero Trust project.

Other/Miscellaneous PBS Administrative: The FY 2023 request includes a net negative of \$6.7 million, which is a decrease of \$8.5 million from the FY 2022 annualized CR level. Driving the decrease in the FY 2023 request is the expected increase in reimbursable work authorization fee collection to offset other costs within this category. The anticipated reimbursable authority to fund this category in FY 2023 is \$33 million. This category provides funding for PBS's administrative costs, such as transportation, telephones, printing, supplies, equipment, and travel, as well as programmatic spending not associated with Management Support. This category also includes \$7.5 million for training that represents less than 1% of base salary cost. Training funds provide discretionary and mandatory requirements, such as PBS's Acquisition and Project Management personnel training, and the Facilities Management certification program.

Reimbursable Program

PBS provides, on a reimbursable basis, building services, such as tenant alterations, cleaning, utilities, and other operations, which are in excess of those services provided within PBS's standard commercial rental charges, when requested by other Federal agencies.

REIMBURSABLE PROGRAM EXPLANATION OF BUDGET CHANGES (Dollars in Thousands)		
	FTE	Reimbursable
FY 2022 Request	270	\$ 1,360,213
Workload Increases	46	\$ 59,783
FY 2023 Request	316	\$ 1,419,996

Appropriations Language

*Amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for necessary expenses of real property management and related activities not otherwise provided for, including operation, maintenance, and protection of federally owned and leased buildings; rental of buildings in the District of Columbia; restoration of leased premises; moving governmental agencies (including space adjustments and telecommunications relocation expenses) in connection with the assignment, allocation, and transfer of space; contractual services incident to cleaning or servicing buildings, and moving; repair and alteration of federally owned buildings, including grounds, approaches, and appurtenances; care and safeguarding of sites; maintenance, preservation, demolition, and equipment; acquisition of buildings and sites by purchase, condemnation, or as otherwise authorized by law; acquisition of options to purchase buildings and sites; conversion and extension of federally owned buildings; preliminary planning and design of projects by contract or otherwise; construction of new buildings (including equipment for such buildings); and payment of principal, interest, and any other obligations for public buildings acquired by installment purchase and purchase contract; in the aggregate amount of **\$10,866,978,000**, of which—*

*(1) **\$408,023,000** shall remain available until expended for construction and acquisition (including funds for sites and expenses, and associated design and construction services):*

Provided, That amounts identified in the spend plan for construction and acquisition required by section 525 of this division may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in a transmitted prospectus, if required, unless advance notice is transmitted to the Committees on

Appropriations of a greater amount;

*(2) **\$1,751,870,000** shall remain available until expended for repairs and alterations, including associated design and construction services, of which—*

*(A) **\$1,188,073,000** for Major Repairs and Alterations;*

*(B) **\$398,797,000** for Basic Repairs and Alterations; and*

*(C) **\$165,000,000** for Special Emphasis Programs:*

Provided, That amounts identified in the spend plan for major repairs and alterations required by section 525 of this division may be exceeded to the extent that savings are affected in other such projects, but not to exceed 10 percent of the amounts included in a transmitted prospectus, if required, unless advance notice is transmitted to the Committees on Appropriations of a greater amount: Provided further, That additional projects for which prospectuses have been transmitted may be funded under this category only if advance notice is transmitted to the Committees on Appropriations:

Provided further, That the amounts provided in this or any prior Act for "Repairs and Alterations" may be used to fund costs associated with implementing security improvements to buildings necessary to meet the minimum standards for security in accordance with current law and in compliance with the reprogramming guidelines of the appropriate Committees of the House and Senate: Provided further, That the difference between the funds appropriated and expended on any projects in this or any prior Act, under the heading "Repairs and Alterations", may be transferred to Basic Repairs and Alterations or used to fund authorized increases in prospectus projects: Provided further, That the amount provided in this or any prior Act for Basic Repairs and Alterations may be used to pay claims against the Government arising from any projects under the heading "Repairs and Alterations" or used to fund authorized increases in prospectus projects;

*(3) **\$5,645,680,000** for Rental of Space to remain available until expended;*

*(4) **\$2,992,381,000** for Building Operations to remain available until expended;*

Provided, That the total amount of funds made available from this Fund to the General Services Administration shall not be available for expenses of any construction, repair, alteration and acquisition project for which a prospectus, if required to be submitted pursuant to 40 U.S.C. 3307, has not been transmitted to the Committees referenced therein, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus: Provided further, That funds available in the Federal Buildings Fund may be expended for emergency repairs when advance notice is transmitted to the Committees on Appropriations: Provided further, That amounts necessary to provide reimbursable special services to other agencies under 40 U.S.C. 592(b)(2) and amounts to provide such reimbursable fencing, lighting, guard booths, and other facilities on private or other property not in Government ownership or control as may be appropriate to enable the United States Secret Service to perform its protective functions pursuant to 18 U.S.C. 3056, shall be available from such revenues and collections: Provided further, That revenues and collections and any other sums accruing to this Fund during fiscal year 2023, excluding reimbursements under 40 U.S.C. 592(b)(2), in excess of the aggregate new obligational authority authorized for Real Property

Activities of the Federal Buildings Fund in this Act shall remain in the Fund and shall not be available for expenditure except as authorized in appropriations Acts.

Appropriations Language for the Federal Capital Revolving Fund Repayment

Contingent upon enactment of the Federal Capital Revolving Fund Act of 2021, amounts in the Fund, including revenues and collections deposited into the Fund, shall be available for acquisition installment payments in the amount of \$69,024,000, to remain available until expended, for the second annual repayment amounts to the Federal Capital Revolving Fund: Provided, That \$49,024,000 shall be for the Public Buildings Service Jacob K. Javits Federal Building in New York, New York: Provided further, That \$20,000,000 shall be for the Public Buildings Service Kefauver Complex in Nashville, Tennessee: Provided further, That such projects shall be considered designated and approved pursuant to such Act, contingent upon the President's subsequent approval and designation.

Schedule of Indefinite Authorities

Program	Source	Explanation
Recycling and Energy Rebates	40 U.S.C. § 592	The Administrator may obligate amounts received and deposited into the FBF for energy management improvement and recycling programs.
Historic Properties	54 U.S.C. § 306121	The proceeds of any outlease for a historic property may, notwithstanding any other provision of law, be retained by the agency entering into such lease and used to defray costs incurred by the agency with respect to such property or other properties under the control of the agency that are listed in the National Register of Historic Places.
Pennsylvania Avenue Activities	40 U.S.C. § 6701(b)(1)	The Administrator may use amounts transferred from the Pennsylvania Avenue Development Corporation (PADC) or income earned on PADC property for activities associated with carrying out the responsibilities of PADC transferred to the Administrator. Any income earned after October 1, 1998, shall be deposited to the Federal Buildings Fund to be available for the purposes authorized under this subchapter, notwithstanding 40 U.S.C. § 592(c)(1).
International Trade Center	40 U.S.C. § 6701(a)(1)	The Administrator may make and perform transactions as necessary to carry out the trade center plan at the Federal Triangle Project. See also 40 U.S.C. § 6701(b) (1), noted above.
Cooperative Use Act and National Antenna Program	40 U.S.C. § 581(h)(3)	The Administrator may deposit into the FBF amounts received under Cooperative Use Act leases or rentals, and amounts deposited shall be credited to the appropriation from the Fund applicable to the operation of the building.
Telecommuting	40 U.S.C. § 587(b)(4)	The Administrator may deposit into the FBF user fees related to telecommuting centers, and use the fees to pay costs incurred in establishing and operating telecommuting centers. GSA may accept and retain income received from Federal agencies and non-Federal sources to defray costs directly associated with the functions of telecommuting centers.
Rental of Space	40 U.S.C. § 586(d)	An agency may make rent payments to GSA for lease space relating to expansion needs of the agency. Payment rates shall approximate commercial charges for comparable space. Payments shall be deposited into the FBF. GSA may use amounts received under this subsection, in addition to amounts received as NOA, in the Rental of Space activity of the FBF.

GSA's Five-Year Capital Investment Plan

The U.S. General Services Administration (GSA) is directed in annual appropriations acts to include a five-year capital investment plan by project as part of its annual budget justification. Fiscal years beyond the President's most recent budget submission to Congress are identified as "OUTYEAR".

GSA's Five-Year Capital Investment Plan explains its New Construction and major Repair and Alteration project needs. The plan represents GSA's strategy to address known critical customer requirements and building infrastructure needs for its federally owned portfolio and assumes approximately \$2.0 billion in NOA for GSA's New Construction and major Repair and Alterations programs combined and includes priority U.S. Courthouse and Land Port of Entry (LPOE) Projects as identified by the Judiciary and U.S. Customs and Border Protection as well as Special Emphasis Programs. Future year funding requests will vary based upon priorities and circumstances at the time of budget formulation.

Projects on the Five-Year Plan are identified based upon the following criteria:

- Customer urgency and priority (mission requirements)
- Portfolio Optimization and Sustainability
- Physical condition of the asset
- Project timing and execution
- Asset utilization improvement
- Return on Investment
- Lease cost avoidance
- Historic significance
- Climate impact and resiliency

Project Types include:

- New Construction
- Repair and Alteration

New Construction and major Repair and Alteration projects are further defined in the Project Descriptions as:

- Phased Construction
- Design
- Remediation
- Minor Repair and Alteration
- Special Emphasis (Energy and Water; Fire Protection and Life Safety, Consolidation Activities, Judiciary Capital Security, Seismic Mitigation, Climate and Resilience)
- Exterior/Structural Repairs
- System Upgrades (Mechanical, Electrical, Plumbing, Conveyance, Heating, Ventilation and Air Conditioning, Fire Protection)
- Space Renovation/Consolidation
- Purchase (Building Purchase, Lease Purchase Options)

- Construction
- U.S. Courts New Construction
- U.S. Land Port of Entry New Construction

GSA's FY 2023 Five Year Project Plan Assumptions

- Due to the recent enactment of the FY 2022 Omnibus appropriation bill, FY 2022 contains the projects contained in the FY 2022 President's Budget. GSA will submit an updated FY 2023 Five Year Project Plan this Spring that incorporates the projects enacted in the FY 2022 Omnibus and necessary updates to the OUTYEAR projects to reflect a reprioritization due to the projects not included in FY 2022.
- FY 2023 is the first year of the five-year plan and reflects the projects to be included in the President's Budget.
- References for Courthouses (unless a known Construction request was identified) at the historical funding average of approximately \$200 million or more, if determined to be warranted by GSA.
- Inclusion of LPOE project(s) at a historical funding average of approximately \$200 million in the OUTYEAR account for the Infrastructure Investment and Jobs Act appropriation and the resulting need for feasibility study completions prior to identification of additional projects.
- The Five-Year Plan does not assume enactment of any other supplemental sources of funding or appropriations other than the Infrastructure Investment and Jobs Act.
- Project costs beyond FY 2023 are stated in FY 2023 dollars. As such, GSA's outyear budget requests will re-evaluate and adjust anticipated costs to account for refinement of scope and costs pending completion of studies and any necessary project escalations due to time and market conditions.

U.S. General Services Administration
Federal Buildings Fund

GSA FY 2023 FIVE YEAR CAPITAL INVESTMENT PLAN

Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Costs (\$000's)
FY22 PRESIDENT'S BUDGET REQUEST	DHS Consolidation at St. Elizabeths*	Washington	DC	1	NC	Phased Construction	\$ 1,591,000	\$ 253,797	\$ 3,018,886
FY22	Southeast Federal Center Remediation	Washington	DC	1	NC/Remediation	Remediation	\$ 75,856	\$ 9,000	\$ 91,941
FY22	Hardesty Federal Complex Remediation	Kansas City	MO	5	NC/Remediation	Remediation	\$ 3,000	\$ 28,553	\$ 31,553
FY22	San Juan, PR New Courthouse	San Juan	PR		NC	New Construction	\$ -	\$ 22,476	\$ 262,172
FY22	Calexico West LPDE	Calexico West	CA	51	NC	New Construction	\$ 312,849	\$ 103,376	\$ 416,225
FY22	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver	Nationwide		Multiple	R&A	Installment Acquisition Payment	\$ -	\$ 69,024	\$ 1,035,353
FY22	Nonprospective (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 388,710	\$ 388,710
FY22	Regional Office Building	Washington	DC	1	R&A	Modernization/Consolidation	\$ 95,642	\$ 89,172	\$ 184,814
FY22	Suitland Federal Complex	Suitland	MD	4	R&A	Consolidation	\$ 49,358	\$ 20,000	\$ 69,358
FY22	Tacoma Union Station	Tacoma	WA	6	R&A	Systems Upgrades/Exterior/Structural Repairs	\$ -	\$ 48,615	\$ 48,615
FY22	Patrick V. McNamara Federal Building Garage	Detroit	MI	14	R&A	Garage Repairs	\$ -	\$ 20,734	\$ 20,734
FY22	Ronald Reagan Building Complex	Washington	DC	1	R&A	Fire Protection and Life Safety	\$ -	\$ 64,800	\$ 64,800
FY22	Major General Emmett J. Bean Federal Center	Indianapolis	IN	7	R&A	Partial Roof, Facade Repairs/Replacement, Mold Remediation	\$ 3,200	\$ 44,239	\$ 47,439
FY22	Minton-Capehart Federal Building	Indianapolis	IN	7	R&A	Exterior Repairs	\$ -	\$ 19,373	\$ 19,373
FY22	Thomas P. O'Neill, Jr. Federal Building	Boston	MA	8	R&A	Roof Replacement	\$ -	\$ 15,107	\$ 15,107
FY22	Prince J. Kuhio Kalaniana'ole Federal Building	Honolulu	HI	1	R&A	System Upgrades	\$ -	\$ 44,364	\$ 44,364
FY22	William J. Holloway, Jr. U.S. Courthouse and U.S. Post Office and Courthouse	Oklahoma City	OK	5	R&A	Full Modernization	\$ 12,129	\$ 86,325	\$ 153,653
FY22	Howard M. Metzbaum U.S. Courthouse	Cleveland	OH	11	R&A	Exterior Upgrades	\$ -	\$ 21,467	\$ 21,467
FY22	James V. Hansen Federal Building	Ogden	UT	1	R&A	Exterior Repairs/Seismic	\$ -	\$ 21,857	\$ 21,857
FY22	Joseph F. Weis, Jr. U.S. Courthouse	Pittsburgh	PA	10	R&A	Space Renovation/Consolidation/System Upgrades	\$ 11,000	\$ 32,748	\$ 43,748
FY22	Mississippi River Commission Building	Vicksburg	MS	2	R&A	Systems Upgrades/Exterior/Structural Repairs	\$ -	\$ 23,749	\$ 23,749
FY22	11000 Wilshire Federal Building Annex	Los Angeles	CA	33	R&A	Fire Restoration/Space Recapture/Seismic/Systems Upgrade	\$ -	\$ 31,410	\$ 185,160
FY22	801 I Street Federal Building	Sacramento	CA	6	R&A	Consolidation	\$ -	\$ 13,585	\$ 13,585
FY22	Jack Brooks Federal Building U.S. Post Office and Courthouse	Beaumont	TX	14	R&A	Façade Repairs	\$ -	\$ 57,205	\$ 57,205
FY22	8930 Ward Parkway	Kansas City	MO	5	R&A	Full Modernization	\$ -	\$ 23,919	\$ 23,919
FY22	John F. Seiberling Federal Building & U.S. Courthouse	Akron	OH	11	R&A	Structural Repairs	\$ -	\$ 22,648	\$ 22,648
FY22	Potter Stewart U.S. Courthouse	Cincinnati	OH	1	R&A	Space Renovation/Consolidation/Elevators	\$ -	\$ 51,951	\$ 51,951
FY22	Robert F. Kennedy Federal Building	Washington	DC	1	R&A	Conveyance Systems Repair/Replacement	\$ -	\$ 33,539	\$ 33,539
FY22	William Jefferson Clinton Complex	Washington	DC	1	R&A	Conveyance Systems Repair/Replacement	\$ -	\$ 51,111	\$ 51,111
FY22	John F. Kennedy Federal Building	Boston	MA	8	R&A	Consolidation/Systems Upgrades	\$ -	\$ 154,065	\$ 154,065
FY22	Clarksburg U.S. Post Office and Courthouse	Clarksburg	WV	1	R&A	Multiple System Upgrades	\$ -	\$ 55,400	\$ 55,400
FY22	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 25,000	\$ 25,000
FY22	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 100,000	\$ 100,000
FY22	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 50,000	\$ 50,000
FY22	Child Care Facilities Security and Systems Improvements	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 45,000	\$ 45,000
FY22 TOTAL PRESIDENT'S BUDGET REQUEST							\$ 2,154,034	\$ 2,142,319	\$ 6,728,830

U.S. General Services Administration
Federal Buildings Fund

GSA FY 2023 FIVE YEAR CAPITAL INVESTMENT PLAN

Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Costs (\$000's)
FY23 PRESIDENT'S BUDGET REQUEST	DHS Consolidation at St. Elizabeths	Washington	DC	1	NC	Phased Construction	\$ 1,844,797	\$ 379,938	\$ 3,018,886
FY23	Southeast Federal Center Remediation	Washington	DC	1	NC/Remediation	Remediation	\$ 84,856	\$ 7,085	\$ 91,941
FY23	Federal Energy Regulatory Commission Lease Purchase	Washington	DC	1	Lease Purchase	Lease Purchase	\$ -	\$ 21,000	\$ 21,000
FY23	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver	Nationwide		Multiple	R&A	Installment Acquisition Payment	\$ -	\$ 69,024	\$ 1,035,353
FY23	Nonprospectus (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 398,797	\$ 398,797
FY23	Conveying System Upgrades - Multiple Buildings	Nationwide		Multiple	R&A	Conveying System Upgrades	\$ -	\$ 63,198	\$ 63,198
FY23	Fire Alarm Replacement Multiple Buildings	Washington	DC	1	R&A	Fire Alarm Replacements	\$ -	\$ 81,125	\$ 81,125
FY23	Alexander Hamilton U.S. Customhouse Phase 1 Construction/Phase II Design	New York	NY	10	R&A	Exterior/Structural Repairs	\$ 4,706	\$ 68,497	\$ 131,316
FY23	James A. Byrne U.S. Courthouse	Philadelphia	PA	3	R&A	Electrical/Mech/Systems Upgrades	\$ -	\$ 83,955	\$ 83,955
FY23	John J. Moakley U.S. Courthouse	Boston	MA	8	R&A	Exterior/Mechanical Upgrades	\$ -	\$ 115,354	\$ 115,354
FY23	Sam Nunn Atlanta Federal Center	Atlanta	GA	5	R&A	Electrical/Mechanical Upgrades	\$ -	\$ 72,015	\$ 72,015
FY23	Mike Mansfield Federal Building and U.S. Courthouse	Butte	MT	1	R&A	Seismic/Mechanical Upgrades	\$ -	\$ 25,792	\$ 25,792
FY23	Carl B. Stokes U.S. Courthouse	Cleveland	OH	11	R&A	Plaza/Fire Life Safety	\$ -	\$ 55,830	\$ 55,830
FY23	C.F. Haynsworth Federal Building U.S. Courthouse	Greenville	SC	4	R&A	Full Modernization	\$ -	\$ 59,850	\$ 59,850
FY23	DFC Infrastructure	Lakewood	CO	7	R&A	Sitework	\$ -	\$ 47,664	\$ 47,664
FY23	William J. Holloway, Jr. U.S. Courthouse and U.S. Post Office and Courthouse	Oklahoma City	OK	5	R&A	Full Modernization	\$ 98,454	\$ 55,199	\$ 153,653
FY23	San Francisco Federal Building	San Francisco	CA	12	R&A	Consolidation	\$ -	\$ 15,687	\$ 15,687
FY23	Federal Building U.S. Post Office and Courthouse	St. Albans	VT	At Large	R&A	Exterior/Mechanical Upgrades	\$ -	\$ 17,978	\$ 17,978
FY23	Denver Federal Center Building 56	Lakewood	CO	7	R&A	Mechanical Upgrades/Consolidation	\$ -	\$ 47,663	\$ 47,663
FY23	Henry M. Jackson Federal Building	Seattle	WA	7	R&A	Exterior/Fire Life Safety Upgrades	\$ -	\$ 33,720	\$ 33,720
FY23	William K. Nakamura U.S. Courthouse	Seattle	WA	7	R&A	Exterior Upgrades	\$ -	\$ 52,229	\$ 52,229
FY23	Daniel P. Moynihan Customhouse	New York	NY	7	R&A	Exterior/Structural Upgrades	\$ -	\$ 50,440	\$ 50,440
FY23	Silvio J. Mollo Federal Building	New York	NY	7	R&A	Full Modernization	\$ 46,600	\$ 241,877	\$ 288,477
FY23	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
FY23	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 60,000	\$ 60,000
FY23	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
FY23	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 20,000	\$ 20,000
FY23	Seismic Mitigation Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 10,000	\$ 10,000
FY23	Energy and Water Conservation	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
FY23 TOTAL PRESIDENT'S BUDGET REQUEST							\$ 2,079,413	\$ 2,228,917	\$ 6,126,923

U.S. General Services Administration
Federal Buildings Fund

GSA FY 2023 FIVE YEAR CAPITAL INVESTMENT PLAN

Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Costs (\$000's)
Outyear	DHS Consolidation at St. Elizabeths	Washington	DC	1	NC	Phased Construction	\$ 2,224,735	\$ 135,418	\$ 3,018,886
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver			Multiple	R&A	Installment Acquisition Payment	\$ 69,024	\$ 69,024	\$ 1,035,360
Outyear	Nonprospectus (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 400,000	\$ 400,000
Outyear	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 45,000	\$ 45,000
Outyear	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Seismic Mitigation Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 10,000	\$ 10,000
Outyear	Energy and Water Conservation	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Edmund S. Muskie Federal Building	Augusta	ME	1	R&A	Exterior Construction/System Upgrades	\$ -	\$ 50,870	\$ 50,870
Outyear	201 Varick Street Federal Building	New York	NY	10	R&A	Full Modernization	\$ -	\$ 322,165	\$ 322,165
Outyear	West High-Low Rise	Woodlawn	MD	7	R&A	Full Modernization/Consolidation	\$ -	\$ 226,594	\$ 226,594
Outyear	Martinsburg Computing Center	Martinsburg	WV	2	R&A	Exterior Construction	\$ -	\$ 19,772	\$ 19,772
Outyear	Williams J. Nealon Federal Building U.S. Courthouse	Scranton	PA	8	R&A	Exterior Construction/System Upgrades	\$ -	\$ 44,630	\$ 44,630
Outyear	Paul G. Rogers Federal Building and U.S. Courthouse	West Palm Beach	FL	21	R&A	Exterior Construction/System Upgrades	\$ -	\$ 64,791	\$ 64,791
Outyear	Hattiesburg, MS William M. Colmer Federal Building and U.S. Courthouse	Hattiesburg	MS	4	R&A		\$ -	\$ 27,000	\$ 27,000
Outyear	Selma, AL U.S. Federal Building and Courthouse	Selma	AL	7	R&A	Full Modernization	\$ -	\$ 4,200	\$ 4,200
Outyear	Brickell Plaza Federal Building	Miami	FL	27	R&A	Full Modernization	\$ -	\$ 40,023	\$ 40,023
Outyear	Federal Building U.S. Post Office and Courthouse	Paducah	KY	1	R&A	Full Modernization/Seismic/Judiciary Capital Security	\$ -	\$ 30,044	\$ 30,044
Outyear	R. L. Timberlake Jr. Federal Building	Tampa	FL	14	R&A	Exterior Construction/System Upgrades	\$ -	\$ 11,604	\$ 11,604
Outyear	Robert T. Stafford U.S. Courthouse	Rutland	VT	At Large	R&A	Space Alteration	\$ -	\$ 18,143	\$ 18,143
Outyear	Herbert C. Hoover Federal Building	Washington	DC	1	R&A	Phase V Construction/Phase VI Design	\$ 346,859	\$ 184,571	\$ 1,103,196
Outyear	DHS Consolidation at St. Elizabeths	Washington	DC	1	NC	Phased Construction	\$ 2,360,153	\$ 475,799	\$ 3,018,886
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver			Multiple	R&A	Installment Acquisition Payment	\$ 138,048	\$ 69,024	\$ 1,035,360
Outyear	Nonprospectus (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 400,000	\$ 400,000
Outyear	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 45,000	\$ 45,000
Outyear	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Seismic Mitigation Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 10,000	\$ 10,000
Outyear	Energy and Water Conservation	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Alexander Hamilton U.S. Customhouse Phase Phase II Construction	New York	NY	10	R&A	Exterior/Structural Repairs	\$ 73,203	\$ 58,113	\$ 131,316
Outyear	U.S. Customhouse	Philadelphia	PA	3	R&A	Multiple System Upgrades	\$ 12,246	\$ 125,971	\$ 138,217

U.S. General Services Administration
Federal Buildings Fund

GSA FY 2023 FIVE YEAR CAPITAL INVESTMENT PLAN

Fiscal Year	Project Name	City	State	Congressional District	Project Type	Project Description	Prior Funding to Date (\$000's)	Additional Funding Required (\$000's) (FY Request Amount)	Estimated Total Project Costs (\$000's)
Outyear	R.E. Thomason U.S. Courthouse	El Paso	TX	16	R&A	Full Modernization	\$ -	\$ 68,598	\$ 68,598
Outyear	Richard H. Chambers U.S. Courthouse	Pasadena	CA	28	R&A	Full Modernization	\$ -	\$ 55,694	\$ 55,694
Outyear	Robert Denney Federal Building and U.S. Courthouse	Lincoln	NE	1	R&A	Consolidation/Systems Upgrades	\$ -	\$ 110,710	\$ 110,710
Outyear	George H.W. Bush & George W. Bush U.S. Courthouse & George Mahon FOB	Midland	TX	11	R&A	Full Modernization	\$ -	\$ 41,891	\$ 41,891
Outyear	John Paul Hammerschmidt Federal Building and U.S. Courthouse	Fayetteville	AR	3	R&A	Full Modernization	\$ -	\$ 25,644	\$ 25,644
Outyear	Everett M. Dirksen U.S. Courthouse	Chicago	IL	7	R&A	Exterior and Interior Construction/System Upgrades	\$ -	\$ 215,654	\$ 215,654
Outyear	DHS Consolidation at St. Elizabeths	Washington	DC	1	NC	Phased Construction	\$ 2,835,952	\$ 141,120	\$ 3,018,886
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 200,000
Outyear	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver			Multiple	R&A	Installment Acquisition Payment	\$ 207,072	\$ 69,024	\$ 1,035,360
Outyear	Nonprospectus (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 400,000	\$ 400,000
Outyear	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 45,000	\$ 45,000
Outyear	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Seismic Mitigation Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 10,000	\$ 10,000
Outyear	Energy and Water Conservation	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Frank Carlson Federal Building and U.S. Courthouse	Topeka	KS	2	R&A	Full Modernization	\$ -	\$ 67,636	\$ 67,636
Outyear	Denver Federal Center Building 67	Lakewood	CO	7	R&A	Multiple System Upgrades	\$ -	\$ 46,807	\$ 46,807
Outyear	Appraisers Building and U.S. Customhouse	San Francisco	CA	12	R&A	Exterior Construction/System Upgrades	\$ -	\$ 91,342	\$ 91,342
Outyear	Brien McMahon U.S. Courthouse and Federal Building	Bridgeport	CT	4	R&A	Exterior Construction/System Upgrades	\$ -	\$ 45,703	\$ 45,703
Outyear	Ralph H. Metcalfe Federal Building	Chicago	IL	7	R&A	Full Modernization/Consolidation	\$ -	\$ 229,163	\$ 229,163
Outyear	John Minor Wisdom U.S. Court of Appeals Building	New Orleans	LA	2	R&A	Full Modernization	\$ -	\$ 100,587	\$ 100,587
Outyear	Ronald H. Brown U.S. Mission to the U.N.	New York	NY	12	R&A	Exterior Construction	\$ -	\$ 58,057	\$ 58,057
Outyear	Frederico Degetau Federal Building	San Juan	PR		R&A	Full Modernization/Seismic	\$ -	\$ 136,271	\$ 136,271
Outyear	U.S. Post Office and U.S. Customhouse	Charleston	SC	3	R&A	Full Modernization/Seismic	\$ -	\$ 65,149	\$ 65,149
Outyear	Herbert C. Hoover Federal Building	Washington	DC	1	R&A	Phase VI Construction/Phase VII Design	\$ 531,430	\$ 165,593	\$ 1,103,196
Outyear	New U.S. Courthouse - TBD per Judiciary Courthouse Priority Plan	TBD		TBD	NC	New Construction	\$ -	\$ 250,000	\$ 250,000
Outyear	New LPOEs - TBD per CBP Five Year Plan	TBD		TBD	NC	New Construction	\$ -	\$ 200,000	\$ 20,000
Outyear	Repayment of Federal Capital Revolving Fund - Jacob K. Javits & Estes Kefauver			Multiple	R&A	Installment Acquisition Payment	\$ 276,096	\$ 69,024	\$ 1,035,360
Outyear	Nonprospectus (Basic) Repairs and Alterations Program	Nationwide		Multiple	R&A	Minor Repairs and Alterations	\$ -	\$ 400,000	\$ 400,000
Outyear	Consolidation Activities Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Climate and Resilience	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 45,000	\$ 45,000
Outyear	Fire and Life Safety Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 30,000	\$ 30,000
Outyear	Judiciary Capital Security Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 10,000
Outyear	Seismic Mitigation Program	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 10,000	\$ 15,000
Outyear	Energy and Water Conservation	Nationwide		Multiple	R&A	Special Emphasis	\$ -	\$ 15,000	\$ 15,000
Outyear	Union Station	Tacoma	WA	6	R&A	System Upgrades	\$ -	\$ 40,000	\$ 40,000
Outyear	Robert C. Weaver Building	Washington	DC	1	R&A	Conveyance Systems Repair/Replacement	\$ -	\$ 15,900	\$ 15,900
Outyear	Frances Perkins Building	Washington	DC	1	R&A	Multiple System Upgrades	\$ -	\$ 45,300	\$ 45,300
Outyear	William B. Bryant U.S. Courthouse Annex	Washington	DC	1	R&A	Electrical Systems Repair/Replacement	\$ -	\$ 11,067	\$ 11,067
Outyear	Harry S. Truman Federal Building	Washington	DC	1	R&A	Phase VI and VII of IX	\$ 176,780	\$ 330,680	\$ 1,047,652
Outyear	GSA Headquarters Building	Washington	DC	1	R&A	Full Modernization Phase II	\$ 183,300	\$ 140,000	\$ 323,300
Outyear	Patrick V. McNamara Federal Building	Detroit	MI	14	R&A	Systems Upgrades	\$ -	\$ 131,747	\$ 131,747
Outyear	11000 Wilshire Federal Building Annex	Los Angeles	CA	33	R&A	Fire Restoration/Space Recapture/Seismic/Systems Upgrade	\$ 31,410	\$ 153,750	\$ 185,160
Outyear	Mark O. Hatfield U.S. Courthouse	Portland	OR	3	R&A	Exterior/Structural/System Upgrades	\$ -	\$ 51,670	\$ 51,670
Outyear	Center for Medicare and Medicaid Services Headquarters	Woodlawn	MD	7	R&A	Consolidation/Systems Upgrades	\$ -	\$ 13,900	\$ 104,981
OUTYEAR TOTAL								\$ 7,945,437	
FY 2022 - 2023-OUTYEAR PLAN TOTAL								\$ 12,316,673	

U.S. General Services Administration

GOVERNMENT-WIDE POLICY

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	1
Program Description	1
Amounts Available for Obligation	2
Explanation of Changes, Appropriated Dollars and FTE	3
Obligations by Program, Dollars and FTE	4
Summary	5
Program Financing.....	5
Program Increases.....	5
Program Decreases	6
Reimbursable Programs	6
Obligations by Object Classification	7
OGP Policy Offices	8
Office of Asset and Transportation Management.....	8
Office of Evidence and Analysis	8
Office of Technology Policy	9
Office of Federal High-Performance Green Buildings	9
Office of Evaluation Sciences	10
Office of Acquisition Policy	11
Office of Shared Solutions and Performance Improvement	13

Appropriations Language

For expenses authorized by law, not otherwise provided for, Government-wide policy and evaluation activities associated with the management of real and personal property assets and certain administrative services; Government-wide policy support responsibilities relating to acquisition, travel, motor vehicles, information technology management, and related technology activities; and services as authorized by 5 U.S.C. 3109; \$70,354,000, of which \$4,000,000 shall remain available until September 30, 2024:

Program Description

This appropriation provides for the activities of the Office of Government-wide Policy (OGP). OGP works cooperatively with other agencies to develop and evaluate a wide-ranging set of policies to improve Government operations: acquisition and acquisition workforce career development; real property (including high-performing building policy); personal property; travel, transportation management, motor vehicles and aircraft; advisory committee management; information technology (IT) and cybersecurity; evaluation practices; and regulatory information. OGP also collaborates with agencies and other primary Government organizations to provide support for the execution of Government-wide priorities and programs. These programs include program management support for Government-wide shared services, cross-agency priority (CAP) goals in the President's Management Agenda (PMA) and IT programs. OGP identifies and shares policies and best practices to drive savings, efficiency, and effectiveness across the Federal Government.

OGP consists of seven offices including the Office of Asset and Transportation Management; the Office of Evidence and Analysis; the Office of Technology Policy; the Office of Federal High-Performance Green Buildings; the Office of Evaluation Sciences; the Office of Acquisition Policy; and the Office of Shared Solutions and Performance Improvement.

Amounts Available for Obligation
(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
Discretionary authority:			
Annual appropriation.....	\$ 64,000	\$ 64,000	\$ 70,354
Reimbursable authority:			
Unobligated balance, start of year.....	\$ 24,148	\$ 20,136	\$ 20,136
New authority.....	\$ 6,762	\$ 3,351	\$ 3,351
Transfers in for Inter-Agency Councils/Cross-Agency Priority Goals.....	\$ 25,889	\$ 32,000	\$ 32,000
Transfers out for Inter-Agency Councils/Cross-Agency Priority Goals.....	\$ -	\$ -	\$ -
Change in uncollected payments.....	\$ 1,835	\$ -	\$ -
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Unobligated balance, expiring.....	\$ (95)	\$ -	\$ -
Subtotal, Reimbursable Authority.....	\$ 58,539	\$ 55,487	\$ 55,487
Reimbursable Unobligated balance, end of year.....	\$ 20,136	\$ 20,136	\$ 20,136
Obligations, Reimbursable.....	\$ 38,403	\$ 35,351	\$ 35,351
Obligations, appropriated (annual)	\$ 63,793	\$ 64,000	\$ 66,354
Obligations, appropriated (multi-year).....	\$ -	\$ -	\$ 4,000
Total obligations.....	\$102,196	\$ 99,351	\$ 101,705
Carryover authority.....	\$ -	\$ -	\$ -
Net Outlays.....	\$ 65,816	\$ 59,611	\$ 61,023

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2021 Actual	FTE	FY 2022 Annualized C.R.	FTE	FY 2023 Request
	136	\$64,000	161	\$64,000	153	\$70,354
Program Increases:						
Payroll Increase Impact of 4.6% and Inflation						\$ 1,648
FY 2023 Office of Federal-High Performance Green Buildings Sustainability Plans Implementation						\$ 938
FY 2023 Administrative Priorities: Evidence and Analysis, IT Dashboard Data Validation						\$ 1,292
FY 2022 Office of Federal-High Performance Green Buildings Climate and Sustainability						\$ 862
FY 2022 Administration Priorities: Diversity, Inclusion, Evidence and Evaluations						\$ 1,114
FY 2022 Enhancements of GSA's regulatory policy framework and IT improvements to ROCIS						\$ 1,213
Subtotal, Program Increases						\$ 7,067
Program Decreases:						
FTE transfer to GSA IT					(1)	
Reduction of unfunded FTEs					(7)	
Reduction of the Working Capital Fund (WCF) Bill						\$ (713)
Subtotal, Program Decreases					(8)	\$ (713)
Total Adjustments					(8)	\$ 6,354

U.S. General Services Administration
Government-wide Policy

Obligations by Program, Dollars and FTE
(Dollars in Thousands)

	FY 2021		FY 2022		FY 2023	
	FTE	Actual Obligations	FTE	Annualized C.R. Obligations	FTE	Request Obligations
1. Administration						
Annual appropriation	8	\$ 11,787	9	\$ 12,802	9	\$ 14,010
Subtotal, Administration	8	\$ 11,787	9	\$ 12,802	9	\$ 14,010
2. Asset and Transportation Management						
Annual appropriation	37	\$ 11,654	46	\$ 12,009	40	\$ 12,853
Reimbursable authority	0	\$ -	0	\$ -	0	\$ -
Subtotal, Asset and Transportation	37	\$ 11,654	46	\$ 12,009	40	\$ 12,853
3. Evidence and Analysis						
Annual appropriation	8	\$ 4,522	11	\$ 4,638	11	\$ 4,871
Subtotal, Evidence and Analysis	8	\$ 4,522	11	\$ 4,638	11	\$ 4,871
4. Information Integrity and Access						
Annual appropriation	30	\$ 19,208	35	\$ 19,214	35	\$ 19,760
Reimbursable authority	0	\$ 4,285	0	\$ 1,000	0	\$ 1,000
Subtotal, Information Integrity and Access Management	30	\$ 23,493	35	\$ 20,214	35	\$ 20,760
5. Federal High-Performance Green Buildings						
Annual appropriation	11	\$ 3,240	11	\$ 2,912	13	\$ 4,798
Reimbursable authority	0	\$ -	0	\$ 250	0	\$ 250
Subtotal, Federal High Performance Buildings	11	\$ 3,240	11	\$ 3,162	13	\$ 5,048
6. Regulations Management						
Annual appropriation	8	\$ 4,104	0	\$ -	0	\$ -
Subtotal, Regulations Management	8	\$ 4,104	0	\$ -	0	\$ -
7. Evaluation Sciences						
Annual appropriation	8	\$ 1,989	9	\$ 1,611	9	\$ 1,902
Reimbursable authority	0	\$ 1,339	0	\$ 2,000	0	\$ 2,000
Subtotal, Evaluation Sciences	8	\$ 3,328	9	\$ 3,611	9	\$ 3,902
8. Acquisition Policy						
Annual appropriation	24	\$ 5,789	40	\$ 9,311	36	\$ 10,614
Reimbursable authority	9	\$ 2,415	0	\$ -	0	\$ -
Subtotal, Acquisition Policy	33	\$ 8,204	40	\$ 9,311	36	\$ 10,614
9. Shared Solutions and Performance Improvement						
Annual appropriation	2	\$ 1,500	0	\$ 1,503	0	\$ 1,546
Reimbursable authority	0	\$ 394	0	\$ 2,500	0	\$ 2,500
Reimbursable authority, Management councils/CAP Goals	21	\$ 29,970	28	\$ 32,000	28	\$ 32,000
Subtotal, Shared Solutions and Performance Improvement	23	\$ 31,864	28	\$ 36,003	28	\$ 36,046
Total, Annual appropriated	136	\$ 63,793	161	\$ 64,000	153	\$ 70,354
Total, Reimbursable	30	\$ 38,403	28	\$ 37,750	28	\$ 37,750
Total, Obligations	166	\$ 102,196	189	\$ 101,750	181	\$ 108,104

Note: In FY 2022, the Regulations Management Office was reorganized to better realign oversight and management of the OGP IT RM Systems to the Technology Transformation Services (TTS), with the primary objectives of improving IT management, realizing cost efficiencies, and enhancing end-customer satisfaction via centralized support within the Office of TTS. OGP will continue to act as system/application business owners, providing programmatic direction and subject matter expertise to collaborate with TTS on system development. The ROCIS budget was realigned to the Acquisition Policy Office where the program was housed prior to OGP anticipating assuming responsibility for eRulemaking in 2022.

Summary

The FY 2023 appropriated budget request provides \$70.4 million and 153 full-time equivalents (FTE) for the Office of Government-wide Policy (OGP), which is an increase of \$6.4 million in funding and a net reduction of 8 full time equivalents from the FY 2022 Annualized Continuing Resolution Amount.

In FY 2023, OGP will continue to develop, analyze, and assist agencies in implementing administrative policies for the Federal Government in multiple functional areas, including real and personal property; aircraft and motor vehicles; travel and transportation of goods and people; acquisition of goods and services; acquisition workforce development; IT and cybersecurity policy; shared services; evaluation practices; and high-performance Federal green buildings. The 2023 Budget provides the funding required to support agency implementation of new initiatives related to policy development and Government-wide program support.

Program Financing

Salaries and expenses of OGP staff are funded from annual appropriations and reimbursable authority. Other reimbursable costs within OGP include CXO Council and CAP Goal funds. The CXO Council and CAP Goal funds are collected by the Office of Shared Solutions and Performance Improvement (OSSPI), which, in coordination with the Office of Management and Budget (OMB), identifies and pursues initiatives across agencies to support the Federal Management Councils and CAP Goals.

Program Increases

OGP coordinates a detailed program and performance management review annually to reprioritize projects based on emerging priorities, risks, and efficiencies. OGP's FY 2023 budget request increases from the FY 2022 level includes:

- \$1.6 million for a 4.6% pay raise; and inflation
- \$1.9 million to support Office of Federal High-Performance Green Buildings initiatives implementation in FY 2022 and FY 2023 requests.
- \$2.3 million to implement Administration priorities such as using evidence and data analysis to develop policy and improve regulations, enhancing access to digital technology and creating equity in acquisition to support diversity, equity, inclusion, and accessibility (DEIA) and investing in technology to support key policy areas; and
- \$1.2 million to enhance GSA's regulatory policy framework and IT improvements to ROCIS – the Regulatory Information Service Center (RISC) and Office of Information and Regulatory Affairs (OIRA) Consolidated Information System.

Program Decreases

OGP's request includes a net decrease of \$713 thousand for the WCF Bill reduction, one FTE transfer to GSA IT and a decrease of 7 unfunded FTE.

Reimbursable Programs

The FY 2023 request includes \$32 million in Government-wide contributions that GSA is authorized to collect from other Federal agencies to fund CXO Councils and CAP Goal implementation, in accordance with Sec. 721 of P.L. 116-93. CXO Council services include administration of the Federal executive councils (Chief Financial Officers Council, Chief Human Capital Officers Council, Chief Information Officers Council, Chief Acquisition Officers Council, Federal Real Property Council, Federal Privacy Council, Performance Improvement Council, Program Management Improvement Accountability Act Council, etc.), supporting the implementation of priorities identified in the President's Management Agenda, and accelerating the use of data to influence the creation of effective management strategies.

- The Government-wide Executive Council's budget includes up to \$17 million in transfer authority to support cross-Government initiatives related to mission support activities, management priorities, and challenges.
- Up to \$15 million in transfer authority is budgeted for CAP Goal implementation as identified in the President's Management Agenda. These activities are discussed in more detail in the Executive Office of the President's FY 2023 Congressional Justification.

The OGP budget request includes \$5.8 million in reimbursable funding for the Office of Technology Policy; the Office of Evaluation Sciences; the Office of Federal High-Performance Green Buildings; and the Office of Shared Solutions and Performance Improvement (OSSPI).

- To continue to provide high-quality data evaluation support to its agency partners, especially given the enactment of the Evidence Act, the Office of Evaluation Sciences is requesting \$2 million in reimbursable authority;
- OSSPI requests \$2.5 million in reimbursable authority to fund shared service priorities to support the Government-wide management agenda or Federal-wide reform efforts identified by OMB.
- The Office of Federal High-Performance Green Buildings requests \$250 thousand in reimbursable authority for assessment and management of climate-related risks.
- The balance of OGP's reimbursable authority will be used to help Federal agencies with activities related to developing and evaluating administrative policies.

Obligations by Object Classification
(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
11.1 Full-time permanent	\$ 18,795	\$ 20,524	\$ 22,682
11.3 Other than full-time permanent	\$ 510	\$ 230	\$ 247
11.5 Other personnel compensation	\$ 442	\$ 286	\$ 480
11.8 Special personnel services payments	\$ 391	\$ 1,100	\$ 300
12.1 Civilian personnel benefits	\$ 6,662	\$ 6,978	\$ 7,846
21.0 Travel and transportation of persons	\$ -	\$ 202	\$ 199
23.1 Rental payments to GSA	\$ 1,622	\$ 1,811	\$ 1,873
23.3 Communications and utilities	\$ 4	\$ 38	\$ 38
24.0 Printing and reproduction	\$ 350	\$ 447	\$ 447
25.1 Advisory and assistance services	\$ 16,089	\$ 18,109	\$ 20,110
25.2 Other services from non-Federal sources	\$ 161	\$ 240	\$ 240
25.3 Other goods & services from Federal sources	\$ 18,708	\$ 13,975	\$ 15,832
26.0 Supplies and materials	\$ 38	\$ 45	\$ 45
31.0 Equipment	\$ 21	\$ 15	\$ 15
99.0 Obligations, Appropriated (Annual)	\$ 63,793	\$ 64,000	\$ 70,354
Subtotal, PC&B	\$ 29,118	\$ 29,118	\$ 31,555
Subtotal, Non-labor	\$ 36,725	\$ 34,882	\$ 38,799
99.2 Obligations, reimbursable	\$ 38,403	\$ 37,750	\$ 37,750
99.9 TOTAL OBLIGATIONS	\$102,196	\$ 101,750	\$108,104

OGP Policy Offices

Office of Asset and Transportation Management

The Office of Asset and Transportation Management establishes evidence-based Government-wide policies and regulations that help Federal agencies improve the effectiveness and efficiency of managing their assets and transportation. These policy program areas include aircraft and motor vehicles, personal property, real property, transportation, mail, passenger travel, and relocation allowances and entitlements, and advisory committees. In FY 2023, this office will continue to develop the Federal Integrated Business Framework (FIBF) process for real property and travel. The FIBF process will establish a common understanding of the data standards, common capabilities, functions and activities, use cases, and performance metrics needed by agencies to manage real property, and travel and expense management. The office will also develop, finalize, and implement all proposed regulatory actions for continuous improvement of Federal policies and guidance to make the Government operate more effectively. In addition, this office will continue to maintain the Federal Travel Regulation and Federal Management Regulation and establish, calculate and publish annual per diem and privately owned vehicle mileage reimbursement rates. The team will manage several interagency councils and committees that promote best practices, transparency, and accountability and provide advice for establishing and managing Federal advisory committees, as mandated by the Federal Advisory Committee Act. The office will remain focused on collecting reliable data for publication on real property, fleet (including electric vehicles and related infrastructure), personal property, travel and Federal advisory committees to promote Government-wide asset management decisions, transparency, accountability, and policy development.

Office of Evidence and Analysis

The Office of Evidence and Analysis works to expand the agency's ability to gather, compile, and generate evidence-based analyses from a variety of business systems that provide decision making information for senior leadership. The work of this team will improve the effectiveness of operations, processes, and systems by providing empirical data to inform policy development and operational decision-making. This team collects, stores, and develops Government-wide data to create integrated management metrics, perform predictive policy analysis, and map agency and bureaus to a common structure that allows for comparisons to be made across agencies and administrative functions. The office regularly surveys senior management in the Federal workforce to determine the effectiveness of contracting, human capital, financial management, and IT services of the largest agencies in the Government. This team is leading a data governance process that focuses on business requirements for data and Government-wide data initiatives to make data more valuable and usable for advanced policy analytics efforts.

Through the storage, cataloging, development, integration, and mapping of Government-wide administrative data, this team will help improve the efficiency and effectiveness of Government-wide asset management and administrative functions.

Office of Technology Policy

The Office of Technology Policy (formerly the Office of Information Integrity and Access) supports and enables agency implementation of Government-wide IT policies and programs. This office works directly with the OMB Office of the Federal Chief Information Officer and the Chief Information Officers Council to support agency Chief Information Officers, IT acquisition professionals, standard-setting organizations, and other IT decision-makers to address common and complex Federal IT challenges, including:

- Policy development for emerging technologies
- Identity, Credential, and Access Management
- IT accessibility and Section 508 compliance
- Digital service delivery and 21st Century Integrated Digital Experience Act implementation
- IT infrastructure modernization and data center optimization
- Technology Business Management implementation support
- Federal IT Dashboard support.

OGP manages several Government-wide programs and Communities of Practice (CoP) to drive Federal consensus on the implementation of Federal standards. These CoPs include:

- Cloud & Infrastructure CoP
- Federal eCPIC Steering Committee
- Federal Technology Investment Management CoP
- Accessibility CoP
- Identity, Credential, and Access Management Subcommittee
- Federal Web Council

Office of Federal High-Performance Green Buildings

The Office of Federal High-Performance Green Buildings supports the Federal Government's mission to operate more effectively and efficiently, as directed in Executive Orders 13990, 14008, and 14057, which directs Federal agencies to lead by example in tackling the climate crisis.

The office supports the implementation of the Energy Independence and Security Act of 2007 and drives efficient use of energy, water, and natural resources. The office advances Federal building innovation and performance in planning, design, and operations to reduce costs, enable agency missions, enhance human health and performance, and minimize environmental impacts.

Initiatives include:

- Translating buildings and health research into actions to enhance and promote human health and well-being in buildings;
- Analyzing the impact of new processes and technologies (such as integrated design, grid integration and security, and wearable sensors) to improve building and human health performance;
- Assessing and mitigating risks to critical infrastructure (both to GSA-managed buildings, and supplier-managed resources such as mission-critical energy and telecommunications networks) to enhance mission surety for GSA's customer agencies;
- Expanding workforce development and data-driven analysis of resulting building performance improvement through implementation of the Federal Buildings Personnel Training Act by all Federal agencies; and
- Developing tools and resources, such as the Sustainable Facilities Tool to save agencies time and money while improving compliance and building performance.
- Coordinating opportunities for GSA to integrate EV charging into overall Federal building electrical load management and electric grid integration.

Office of Evaluation Sciences

The Office of Evaluation Sciences (OES) is an applied evaluation unit charged with improving Federal operations, programs, and policies. OES generates evidence to support decision-making, translating evidence-based insights into concrete recommendations for how to improve the Government and deliver on Federal priorities. In doing this, OES utilizes numerous platforms, (Newsletters, bulletins, academic and peer reviewed journals, Twitter and the GSA website) and share rigorous evidence, numerous examples and best practices on how to build and use evidence across the Federal Government. OES provides technical support and guidance to help agencies adopt and implement leading evaluation practices.

Team members provide end-to-end support in the design of an evidence-based program change and impact evaluations to measure impact. Between FY 2015 and FY 2021, OES completed over 100 collaborations, including designing high quality program changes and implementing rapid-cycle evaluations to identify actionable findings for agency partners.

Due to the new requirements associated with the Evidence-based Policy Making Act, OES has expanded its capacity to provide increased Government-wide evaluation support. OES is expanding its reimbursable portfolio and recruitment of academics to support the growing demand for evaluation services across the Government. OES plays a unique Government-wide role by providing training and tools on evaluation methods and best practices for Government audiences, particularly Evaluation Officers.

OES also provides evaluation services to GSA, including leading implementation of GSA's Learning Agenda and Annual Evaluation Plans. GSA's internal evaluation activities are funded out of the Working Capital Fund.

Office of Acquisition Policy

In its Government-wide role, the Office of Acquisition Policy has numerous responsibilities for the development of Federal acquisition policy and the training of the Federal acquisition workforce.

The Office of Acquisition Policy:

- Serves as an architect of the Federal Acquisition Regulation (FAR), which provides regulations for all Federal agency procurements. In this role, it implements laws, executive orders, and other initiatives to improve Federal acquisition outcomes.
- Directs acquisition policy in areas related to supply chain risk management, competition, small business participation, price and cost control, sustainable acquisition, labor policy, integrity, ethics; and more.
- Coordinates with OMB's Office of Federal Procurement Policy and other agencies through its role as the Chair of the Civilian Agency Acquisition Council to support the Federal Government's acquisition system.
- Operates the Regulatory Secretariat which manages and maintains the Federal Acquisition Regulation, the Federal Management Regulation, the Federal Property Management Regulations, and the Federal Travel Regulation.
- Operates and manages the Regulatory Information Service Center (RISC), the Office of Information and Regulatory Affairs (OIRA) Consolidated Information System (ROCIS), and RegInfo.gov, formerly part of the Office of Regulation Management¹. ROCIS is the primary means by which OIRA, the Agencies, and RISC perform their duties related to regulatory and information collection reviews, and preparation of the Unified Agenda and Regulatory Plan. ROCIS provides query and reporting services to RISC and OIRA, as

¹In FY 2022, the Regulations Management Office was reorganized to better realign oversight and management of the OGP IT RM Systems to the Technology Transformation Services (TTS), with the primary objectives of improving IT management, realizing cost efficiencies, and enhancing end-customer satisfaction via centralized support within the Office of TTS. OGP will continue to act as system/application business owners, providing programmatic direction and subject matter expertise to collaborate with TTS on system development. The Office of Acquisition Policy will continue to support ROCIS.

well as to the Government Accounting Office (GAO), other Federal agencies, state governments, Congress, and the public. RegInfo.gov provides the public information about information collections and significant regulations under review at OIRA.

- Provides the electronic version of the FAR, as well as 31 other agency supplemental regulations through [acquisition.gov](https://www.acquisition.gov); used by the Federal acquisition workforce and industry working with the Federal Government (2.6 million pageviews a month).
- Leverages Acquisition.gov resources in the management of web content for the Chief Acquisition Officer Council, Federal Acquisition Regulatory Council, Civilian Agency Acquisition Council, and the Interagency Suspension and Debarment Committee.
- Hosts the Federal Acquisition Institute (FAI) which, in coordination with OMB's Office of Federal Procurement Policy and the interagency FAI Board of Directors, is responsible for managing the Acquisition Workforce Training Fund to promote acquisition career development and strategic human capital management for 190,000 members of the Federal civilian-agency acquisition workforce.

Pending funding availability in the Working Capital Fund, the Office will lead rulemaking management systems modernization that is not only critical to remediating aging infrastructure and end-of-life software and bringing down long-term operations and maintenance costs, but will also deliver important new functionality for more than 200 Partner Agencies along with the Office of Information and Regulatory Affairs. Specifically, the President's January 21, 2021 memorandum, "Modernizing Regulatory Review," directs agencies to identify "recommendations for improving and modernizing regulatory review." A modernized rulemaking management (MRM) system can support the President's priorities in several ways. For example, Section 2(b)(ii) of the President's memorandum directs agencies to assess the distributional effects of regulations and MRM has the potential to use data-tagging, Natural Language Processing, or other analytical tools to aggregate data and synthesize such information. With respect to Section 2(b)(iv) in the President's memorandum, MRM is uniquely suited to help "promote the efficiency, transparency, and inclusiveness of the interagency review process." MRM has the capacity to support public comments, along with maintaining historical records.

In addition to its Government-wide role, the Office of Acquisition Policy is responsible for driving efficient and effective acquisition performance, workforce management, and development within GSA through the Working Capital Fund. In this role, the Office of Acquisition Policy:

- Directs the GSA acquisition regulations and policy;
- Leads the development of the GSA acquisition workforce;
- Ensures a sound acquisition control environment emphasizing ethics and integrity in acquisition; and
- Manages GSA Acquisition performance, based on data and data analytics, through execution of three strategic priorities:
 - Promote smart and effective buying,
 - Develop the GSA acquisition workforce, and
 - Establish and maintain healthy industry and stakeholder relationships.

Office of Shared Solutions and Performance Improvement

The Office of Shared Solutions and Performance Improvement (OSSPI) improves mission delivery and implementation of the Administration's priorities by bringing Government together to drive innovation, foster collaboration, and shape effective policy. OSSPI specializes in facilitating solutions for big, systematic challenges. Working through its three functional areas of Executive Councils, Shared Services, and the President's Management Agenda support team, OSSPI improves mission delivery by: (1) informing and shaping policy; (2) coordinating governance and executing program management for shared services; and (3) building strategies and support for agencies as they plan for and execute transformational initiatives set forth in the Administration's priorities.

Executive Councils

The Federal Executive Councils coordinate engagement and policy development across the CXO ecosystem. Their Interagency initiatives spur innovation, elevate and spread best practices, and bridge the gap between policy making and implementation to improve outcomes.

OSSPI supports the Federal Executive Councils, including but not limited to the following::

- Chief Acquisition Officers Council
- Chief Data Officers Council
- Chief Financial Officers Council
- Chief Information Officers Council
- Evaluation Officers Council
- Federal Privacy Council
- Interagency Council on Statistical Policy
- Performance Improvement Council
- President's Management Council
- Program Management Policy Council

Shared Services

With respect to the Federal Government's mission-support services, OSSPI works with stakeholders from across the Government to improve the efficiency and effectiveness of Government-wide mission support services. These support services include financial management, grants management, travel and expense, real property management, contract writing, human capital, cybersecurity services, regulations management and electronic records management. OSSPI coordinates governance, provides shared services program management, and develops processes to support OMB shared-services policy implementation. This work leads to improved performance, customer experience, and operational costs related to mission-support services.

OSSPI also provides support to related sub-councils and boards, including the Shared Services Governance Board and the Business Standards Council.

President's Management Agenda

Each administration's President's Management Agenda (PMA) lays out a long-term vision for the management practices of the Federal Government. The PMA focuses on key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars. Our communities are the driving force for accomplishing many of these cross-agency priorities. We use cross-sector and cross-Government collaboration, performance data, and implementation expertise to help inform the strategies and policy changes that will accomplish the modernization outlined in the PMA.

U.S. General Services Administration

OPERATING EXPENSES

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	2
Program Description	2
Amounts Available for Obligation	3
Obligations by Program.....	4
Explanation of Changes by Program, Appropriated Dollars and FTE	5
Obligations by Object Classification	6
Summary of the Request	7
Federal Acquisition Service, Personal Property Utilization, and Donation	8
FY 2023 Budget Request.....	8
Key Changes	8
Program Description	8
Utilization and Donation Program.....	8
Sales.....	10
Public Buildings Service, Office of Real Property Utilization and Disposal	10
FY 2023 Budget Request.....	10
Program Description	11
Executive Direction.....	12
FY 2023 Budget Request.....	12
Program Description	12

*U.S. General Services Administration
Operating Expenses*

Appropriations Language

For expenses authorized by law, not otherwise provided for, for Government-wide activities associated with utilization and donation of surplus personal property; disposal of real property; agency-wide policy direction, and management; the hire of zero emission passenger motor vehicles and supporting charging or fueling infrastructure; and services as authorized by 5 U.S.C. 3109; \$54,478,000, of which not to exceed \$7,500 is for official reception and representation expenses.

Program Description

The major programs funded by this appropriation include the personal property utilization and donation activities of the Federal Acquisition Service (FAS); the real property utilization and disposal activities of the Public Buildings Service (PBS); and Executive Management and Administration activities including support of Government-wide mission-assurance activities. This appropriation supports a variety of operational activities that are not feasible or appropriate for a user fee arrangement.

U.S. General Services Administration
Operating Expenses

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
<i>Unobligated balance, start of year.....</i>	\$ 3,772	\$ 772	\$ 772
Discretionary authority:.....			
Annual appropriation.....	\$49,440	\$ 49,440	\$54,478
Reimbursable authority.....			
New authority.....	\$ 2,725	\$ 11,575	\$11,575
Change in uncollected payments.....	\$ 4,318	\$ -	\$ -
Subtotal, reimbursable authority.....	\$ 7,043	\$ 11,575	\$11,575
Reimbursable authority, expiring.....	\$ -	\$ -	\$ -
Appropriations authority, expiring.....	\$ (2,039)	\$ -	\$ -
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Unobligated balance, lapsing.....	\$ -	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ (3,563)	\$ -	\$ -
Unobligated balance, rescinded.....	\$ -	\$ -	\$ -
Unobligated balance, sequestered.....	\$ -	\$ -	\$ -
Unobligated balance, end of year.....	\$ (3,772)	\$ (772)	\$ (772)
Total, obligations.....	\$50,881	\$ 64,015	\$66,053
Obligations, appropriated (annual).....	\$47,401	\$ 49,440	\$54,478
Obligations, appropriated (no year).....	\$ -	\$ 3,000	\$ -
Obligations, reimbursable.....	\$ 3,480	\$ 11,575	\$11,575
Net Outlays.....	\$46,563	\$ 50,496	\$53,030

U.S. General Services Administration
Operating Expenses

Obligations by Program

(Dollars in Thousands)

	FY 2021		FY 2022		FY 2023	
	Actual		Plan		Request	
	FTE	Obligations	FTE	Obligations	FTE	Obligations
1. Personal Property Management						
Appropriated Obligations	49	\$ 8,281	53	\$ 9,419	53	\$ 10,750
Reimbursable Obligations*	7	\$ 1,614	0	\$ -	0	\$ -
Subtotal, PPM	56	\$ 9,895	53	\$ 9,419	53	\$ 10,750
2. Real Property Disposal						
Appropriated Obligations	72	\$ 17,217	83	\$ 17,471	83	\$ 18,342
Reimbursable Obligations	5	\$ 1,866	7	\$ 11,500	7	\$ 11,500
Subtotal, RPD	77	\$ 19,083	90	\$ 28,971	90	\$ 29,842
3. Executive Direction						
Appropriated Obligations	60	\$ 21,903	79	\$ 22,550	79	\$ 25,386
Reimbursable Obligations	0	\$ -	0	\$ 75	0	\$ 75
Subtotal, M&A	60	\$ 21,903	79	\$ 22,625	79	\$ 25,461
4. System for Award Management						
Appropriated Obligations**	0	\$ -	0	\$ 3,000	0	\$ -
Subtotal, SAM	0	\$ -	0	\$ 3,000	0	\$ -
Total, Appropriated Obligations	181	\$ 47,401	215	\$ 52,440	215	\$ 54,478
Total, Reimbursable Obligations	12	\$ 3,480	7	\$ 11,575	7	\$ 11,575
Total, Obligations	193	\$ 50,881	222	\$ 64,015	222	\$ 66,053

*Personal Property Management Reimbursable was transferred to the Acquisition Services Fund starting in FY 2022

**The Obligations for the System for Award Management in FY 2022 are from the funding enacted in FY 2020

U.S. General Services Administration
Operating Expenses

Explanation of Changes by Program, Appropriated Dollars and FTE

(Dollars in Thousands)

	PPM		RPD		EXEC DIRECTION		TOTAL	
	FTE	Authority	FTE	Authority	FTE	Authority	FTE	Authority
FY 2022 Annualized C.R.	53	\$ 9,419	83	\$ 17,471	79	\$ 22,550	215	\$ 49,440
Program Increases:								
Salaries and Benefits		\$ 288		\$ 486		\$ 538		\$ 1,312
Travel and Transportation		\$ 75		\$ -		\$ 23		\$ 98
Rent		\$ -		\$ -		\$ 24		\$ 24
Communications		\$ (1)		\$ -		\$ -		\$ (1)
Contracts		\$ 967		\$ 385		\$ 2,255		\$ 3,607
Supplies and Equipment		\$ 2		\$ -		\$ -		\$ 2
Subtotal, Program Increases:	-	\$ 1,331	-	\$ 871	-	\$ 2,840	-	\$ 5,042
Program Decreases								
Contracts		\$ -		\$ -		\$ (4)		\$ (4)
Subtotal, Program Decreases:	-	\$ -	-	\$ -	-	\$ (4)	-	\$ (4)
FY 2023 Request	53	\$ 10,750	83	\$ 18,342	79	\$ 25,386	215	\$ 54,478

U.S. General Services Administration
Operating Expenses

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
11.1 Full-time, permanent	\$ 20,206	\$ 25,952	\$ 26,851
11.3 Other than full-time permanent	\$ 1,697	\$ -	\$ -
11.5 Other personnel compensation	\$ 536	\$ 438	\$ 472
11.8 Special personnel services payments	\$ 33	\$ -	\$ -
12.1 Civilian personnel benefits	\$ 7,732	\$ 8,991	\$ 9,271
21.0 Travel and transportation of persons	\$ 95	\$ 405	\$ 503
22.0 Transportation of things	\$ -	\$ 1	\$ 1
23.1 Rental payments to GSA	\$ 1,349	\$ 1,214	\$ 1,238
23.3 Communications and utilities	\$ 25	\$ 72	\$ 71
24.0 Printing and reproduction	\$ 1	\$ 2	\$ 3
25.1 Advisory and assistance services	\$ 6,729	\$ 5,921	\$ 8,807
25.2 Other services from non-Federal sources	\$ 316	\$ -	\$ 35
25.3 Other goods & services from Federal sources	\$ 8,487	\$ 6,324	\$ 7,106
25.7 Operation and maintenance of equipment	\$ 21	\$ -	\$ -
26.0 Supplies and materials	\$ 170	\$ 98	\$ 98
31.0 Equipment	\$ 5	\$ 22	\$ 23
99.0 Obligations, Appropriated (Annual)	\$ 47,401	\$ 49,440	\$ 54,478
<i>Subtotal, PC&B</i>	\$ 30,204	\$ 35,381	\$ 36,593
<i>Subtotal, Non-labor</i>	\$ 17,198	\$ 14,059	\$ 17,885
99.0 Obligations, available from prior years	\$ -	\$ 3,000	\$ -
99.2 Obligations, reimbursable	\$ 3,480	\$ 11,575	\$ 11,575
99.9 Total obligations	\$ 50,881	\$ 64,015	\$ 66,053

Summary of the Request

The FY 2023 request provides a total of \$54.5 million and 215 Full Time Equivalent (FTE) employees for the base program for Operating Expenses (OE). This request represents a \$5 million increase from the FY 2022 C.R. annualized level. The increase will fund additional personnel compensation and benefits (PC&B) costs related to the FY 2023 pay raise and inflation, electric vehicle charging station infrastructure for GSA's in-house fleet, supply chain risk management support, and efforts to modernize systems.

Appropriated Program: The OE appropriation supports the following programs:

- **Personal Property Utilization and Donation:** transfers personal property no longer needed by an executive agency to other executive agencies, State and local governments, and nonprofit organizations (please see ASF-25 for a description of the Personal Property Utilization and Donation Reimbursable Program);
- **Office of Real Property Utilization and Disposal:** transfers or sells unneeded real property assets to benefit the Federal Government and surrounding communities; and
- **Executive Direction:** provides agency-wide direction and supports Government-wide mission assurance activities.

Reimbursable Program: In FY 2023 the OE appropriation will provide reimbursable services to other Federal agencies in the amount of \$11.6 million, a level that supports 7 FTE. This amount includes:

(1) \$11.5 million and 7 FTE for real estate disposal services for: specialized properties outside the purview of the Federal Property and Administrative Services Act of 1949; and real property seized, forfeited, or foreclosed on by other agencies; and

(2) \$75 thousand for Emergency Support Function #7 (ESF-7) under the national response framework. Office of Mission Assurance personnel are responsible for coordinating ESF-7 activities on behalf of GSA. This support is provided pursuant to 44 C.F.R. §§ 206.5 and 206.8. All personnel hours (overtime), travel, and other costs for activities in support of the response and recovery efforts are reimbursable under a mission assignment issued by the Federal Emergency Management Agency.

Federal Acquisition Service, Personal Property Utilization, and Donation

FY 2023 Budget Request

The FY 2023 Request provides \$10.75 million and 53 FTE for the Personal Property Utilization and Donation program, which is an increase of \$1.33 million from the FY 2022 Annualized Continuing Resolution.

Key Changes

The FY 2023 Request is an increase of \$1.33 million from the FY 2022 Annualized Continuing Resolution in order to fund the annualized impact of the pay raises in calendar years 2022 and 2023, as well as fund increased IT hosting needs and internal portfolio support.

Program Description

The FAS Personal Property Utilization & Donation (U&D) program facilitates the transfer and reutilization of excess Federal personal property. Personal property no longer needed by an executive agency may be offered at no cost to other Federal agencies, State and local governments, and eligible nonprofit organizations. The program also provides regular training to Federal, State, and other stakeholders, assists agencies with disposition projects, provides oversight of the State Agencies for Surplus Property, hosts the GSA Computers for Learning website, and manages foreign gifts and the donation of firearms.

Utilization and Donation Program

The U&D program saves money for the Federal Government and recipient organizations by promoting the efficient utilization and disposal of Government personal property. When federally-owned personal property is determined to be “excess,” it is first offered to other executive agencies and transferred, with the cost covered by the excessing agency, upon request. All executive agencies must use excess personal property as the first source of supply in lieu of new procurements. If the property is not needed by any executive agency, it is declared “surplus” and is offered for donation to State and local governments and other eligible entities. The program ensures that taxpayer funded assets that are no longer needed by the Federal Government continue to benefit the public in communities across the country.

In FY 2020 and FY 2021, U&D responded to COVID-19 by partnering with the Federal Emergency Management Agency (FEMA) and other executive agencies to expeditiously identify excess Federal property that could be used for response efforts including Personal Protective Equipment (PPE), ventilators, medical equipment and supplies, travel trailers, meal kits, etc. U&D facilitated the transfer or donation of over \$55 million (original acquisition cost) of property to FEMA, other Federal agencies, State and local governments, and other eligible recipients for COVID-19 response. In FY 2020 and FY 2021, the amount of excess property reported by agencies has declined due to the closure of Federal facilities and curtailed

operations during the pandemic; however, U&D expects program volumes to rebound as in-person agency operations are restored.

In FY 2021, U&D began implementation of the Veterans Small Business Enhancement Act of 2018, in partnership with the U.S. Small Business Administration (SBA) and the States, to provide surplus Federal personal property to veteran-owned small businesses (VOSBs). This effort included collaboration with SBA to establish program rules and regulations, VOSB outreach, systems enhancements, and the creation and execution of memorandums of agreement between GSA, SBA, and participating States.

In FY 2020 and FY 2021, U&D began modernizing and consolidating numerous legacy business systems, including GSAXcess, that facilitate the reporting, reuse and disposal of Federal personal property assets Government-wide. Modernizing obsolete systems will improve the customer experience, increase property reutilization and donation rates, automate and reduce risk associated with manual processes, enhance data analytical capabilities and decision making, improve controls and tracking of assets, and better position GSA to respond to new and emerging Federal personal property disposal challenges. In FY 2022, GSA will launch the modernized Personal Property Management System (PPMS).

In FY 2022 and FY 2023 U&D will continue to roll out the donation of surplus personal property to VOSBs, responding to the unique needs of these businesses as compared to the traditional eligible donee groups. U&D will also continue to modernize and enhance its business systems and processes to address customer needs, improve the reuse of Federal assets, and reform outmoded business processes.

In FY 2022 and FY 2023 U&D will also support the administration's emphasis on climate change, social equity, support for State and local governments, and the American economy. U&D will play a key role in ensuring the environmentally-friendly disposition of Federal assets by maximizing their use and avoiding landfill disposal and the emissions and waste associated with the production and distribution of new items. U&D will also collaborate with partner organizations to improve outreach and provide surplus assets to State and local governments and non-profit organizations to benefit underserved communities. U&D will also continue its partnership with SBA to provide eligible small businesses the surplus assets needed to support and grow their business.

The U&D program provides the following services to executive agencies, State and local governments, and eligible property recipients.

- **Federal Excess Personal Property Reutilization Program:** Maximizes reutilization of Federal excess personal property by executive agencies, transferring nearly \$528 million in Original Acquisition Cost (OAC) property between agencies in FY 2021.

U.S. General Services Administration

Operating Expenses

- **Surplus Federal Personal Property Donation Program:** In partnership with States, donated nearly \$481 million in surplus Federal property to eligible recipients in FY 2021, including state and local government agencies; non-profit organizations supporting education, health, veterans, the elderly; SBA 8(a) and veteran owned small businesses; and others.
- **GSA-hosted Computers for Learning Website:** GSA hosts a website to provide information for Federal agencies should they choose to transfer computer equipment to schools and educational non-profits (nearly \$31 million OAC transferred in FY 2021).
- **Foreign Gifts Program:** manages the custody, screening, and reassignment of foreign gifts received from foreign governments by Federal employees as a result of their official positions.

Sales

When the excess personal property cannot be disposed of through reutilization or donated through the Federal surplus personal property donation program, the FAS Personal Property Sales Program provides services to Federal agencies for the sale of property directly to the public. This part of the program is funded through the Acquisition Services Fund (ASF) and is not funded from the Operating Expense appropriation. More information on this program can be found in the ASF section of GSA's FY 2023 Congressional Justification.

Public Buildings Service, Office of Real Property Utilization and Disposal

FY 2023 Budget Request

The FY 2023 Budget request provides \$18.3 million and 83 FTE for the PBS Office of Real Property Utilization and Disposal (RPUD), which is an increase of \$871 thousand above the FY 2022 C.R. annualized level to fund the pay raises in FY 2022 and FY 2023.

The program's activities are vital to the Government-wide effort to reduce real estate expenses by improving the utilization of real property assets and disposing of surplus assets in a timely manner. RPUD plays an integral role in the ongoing execution of recent legislation focused on the disposal of Federal real estate, including the Federal Assets Sale and Transfer Act of 2016 and the Federal Property Management Reform Act of 2016. RPUD looks forward to implementing the Administration's proposal to expand the authorities of the GSA Disposal Fund, assisting agencies with readying assets for disposition.

Program Description

The Office of Real Property Utilization and Disposal works with the majority of Federal land holding agencies to develop real estate strategies (including conveyances, exchanges, relocations and sales) to identify and better manage underutilized assets. The RPUD program offers Federal clients a wide range of realty services, expert guidance, and analytical tools. Services include: transaction support, due diligence analysis, targeted asset reviews, highest and best use studies, appraisals, marketing strategies, environmental assessments, and historic evaluations. This program leverages its services, tools, and expertise to drive optimal real estate outcomes that are tailored to an agency's unique mission requirements. These outcomes result in the more efficient operation of the Federal real property portfolio. To complement its expertise and to enhance service offerings, RPUD provides a variety of contractual vehicles that offer Federal clients access to realty and environmental firms. RPUD employs the following programs and tools, among others:

Public Benefit Conveyances (PBCs): When property is no longer needed by the Federal Government, RPUD partners with Federal sponsoring agencies to make surplus real property available to eligible entities for certain public purposes such as public health, homeless assistance, education, law enforcement, emergency management, and recreation. RPUD conducts compliance inspections to ensure properties are used as intended. In FY 2021, RPUD conveyed 23 properties with a combined estimated fair market value of \$34.1 million.

Early Transfer Authority: Early Transfer Authority (ETA) allows the Federal Government to transfer property to non-Federal entities before the completion of environmental cleanup, as long as safeguards are in place to protect human health and the environment.

Lighthouse Program: The National Historic Lighthouse Preservation Act (NHLPA) authorizes RPUD to divest historic lighthouses in partnership with the Coast Guard and the National Park Service. NHLPA recognizes the cultural, recreational, and educational value associated with these historic resources by allowing lighthouses to be conveyed at no cost to Federal agencies, State and local governments, and non-profit organizations that have the resources and expertise to preserve and manage the asset. If a suitable steward is not identified, RPUD is authorized to divest of the property through a competitive public sale. Since the NHLPA program's inception, almost 150 light stations around the country have been transferred to new stewards.

Utilization Studies: RPUD provides objective real property reviews for landholding agencies. These asset reviews can be targeted toward an individual asset or a portfolio of assets depending on the needs of the landholding agency. These studies provide critical information to support viable realty strategies.

U.S. General Services Administration

Operating Expenses

Online Auctions: For over a decade RPUD has been efficiently selling surplus properties via a dedicated auction website (realestatesales.gov). This sales method maximizes the sale price because it reaches a larger base of buyers at a lower cost than traditional outcry auctions. In the 5-year period ending in FY 2021, RPUD sold 334 properties via auction for more than \$350 million in gross receipts.

Reimbursable Services: Certain Federal landholding agencies have their own real estate authority but utilize RPUD to perform realty services on their behalf. RPUD provides these services through interagency agreements, on a reimbursable basis. Services range from the management and execution of all aspects of a disposition project to specific tasks to inform a utilization decision or implement a disposition strategy.

Executive Direction

FY 2023 Budget Request

The FY 2023 request for Executive Direction provides \$24.5 million and 79 FTE, which is a \$2.8 million increase from the FY 2022 C.R. annualized level. The increase will provide \$1.3 million for charging infrastructure for GSA's in-house fleet, \$0.5 million to support a new supply chain office, and \$0.2 million for the pay increase. The additional \$0.8 million in funding will enable GSA to continue to pursue projects that will, among other goals, better leverage data as a strategic asset by improving customer experience, making internal operations more effective and efficient, and continuing to shift from low-value to high-value work. The funding will also support continued planning to address the Administration's priorities, including ongoing challenges of the pandemic; further develop short-term and long-term post-pandemic workforce and workplace plans; and drive whole-of-agency responses to tackle the climate crisis, advance equity, and promote economic opportunity.

Program Description

This program area supports a variety of general management and administrative activities associated with GSA internal operations. These activities include: (1) the Offices of the Administrator and the Regional Administrators, (2) the Office of Congressional and Intergovernmental Affairs, (3) the Office of Mission Assurance, and (4) the Executive Direction Corporate Account.

The Offices of the Administrator and Regional Administrators are responsible for the execution of all functions assigned to GSA by law and regulation. These Offices are responsible for driving the vision, mission, and values of GSA.

Office of Congressional and Intergovernmental Affairs (OCIA) is the GSA liaison with Congress, State and local governments, foreign governments, and partner Federal agencies. OCIA coordinates meetings and testimony before Congressional Committees, helps Congressional offices resolve issues related to GSA programs and services, supports the GSA legislative program with the Congress, and coordinates reimbursable services through the GSA Working Capital Fund to over 1,400 House-district and Senate-state offices for the Congress. OCIA also facilitates interactions between GSA officials and delegations representing foreign, State, and local governments.

The Office of Mission Assurance (OMA) executes GSA responsibilities during domestic and national security emergencies to aid Federal agencies and State and local governments, supports client agency needs, and restores GSA operations. OMA ensures the continuation of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, cyber, personnel, and industrial), HSPD-12 credentialing, emergency management, contingency and continuity planning, and disaster response. The OMA continuity mission is authorized by the National Continuity Policy (NSPD-51/HSPD-20) and directly supports GSA responsibilities to recover and perform primary mission-essential functions during a continuity event. Certain OMA activities are funded by the WCF to assure the safety, privacy, and security of GSA facilities, people, and IT assets nationwide.

The Executive Direction Corporate Account funds agency priorities, WCF payments, regional rent, and security for the organizations under Executive Direction.

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration

FEDERAL CITIZEN SERVICES FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	3
Program Description	3
Amounts Available for Obligation	4
Explanation of Changes, Appropriated Dollars and FTE	5
Summary of the Request	5
Key Changes	6
Obligations by Object Classification	9
Supporting Administration Priorities	10
Strengthening and Empowering the Federal Workforce.....	10
U.S. Digital Corps	10
Presidential Innovations Fellows	11
MAX.gov Shared Services	11
Digital.gov	12
Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience	13
USAGov	13
Vote.gov	14
Federal Audit Clearinghouse	15
Section 508.....	15
Search.gov.....	16
Feedback Analytics.....	16
U.S. Web Design System.....	17
Methods.....	18
Further Develop and Support Lasting Interagency Management “Communities of Practice”..	18
Communities of Practice	18
Challenge.gov	18
CitizenScience.gov	19
Continue to Enhance Federal Information Technology (IT) and Cybersecurity as Key Enablers of Mission Delivery	20
Cybersecurity: FedRAMP	20
Incorporating Automation into the Security Authorization Process	20
10x.....	21
Public Benefits Studio	22
Strengthen Federal Data Management and Data Science Capabilities.....	22
Data.gov	22
API.Data.gov.....	23

U.S. General Services Administration
Federal Citizen Services Fund

Digital Analytics Program	23
Open Government Secretariat	23
American Rescue Plan Act of 2021	23

Appropriations Language

For expenses authorized by 40 U.S.C. 323 and 44 U.S.C. 3604; and for expenses authorized by law, not otherwise provided for, in support of interagency projects that enable the Federal Government to enhance its ability to conduct activities electronically through the development and implementation of innovative uses of information technology; \$115,784,000 to be deposited into the Federal Citizen Services Fund: Provided, That the previous amount may be transferred to Federal agencies to carry out the purpose of the Federal Citizen Services Fund: Provided further, That the appropriations, revenues, reimbursements, and collections deposited into the Fund shall be available until expended for necessary expenses of Federal Citizen Services and other activities that enable the Federal Government to enhance its ability to conduct activities electronically: Provided further, That the transfer authorities provided herein shall be in addition to any other transfer authority provided in this Act.

Program Description

Every interaction with the public is an opportunity to improve trust in the Government. GSA established the Technology Transformation Services (TTS) in 2016 to design and deliver a digital Government with and for the American people. Empowered by the Federal Citizen Services Fund (FCSF), the TTS enables public access to, and engagement with, the Federal Government. Through the FCSF, TTS makes Government services more accessible, efficient, and effective with modern applications, personnel, and software solutions.

The FCSF supports public-facing services and agency-facing programs that drive Government-wide transformation through shared services, platforms, and solutions. The programs funded by the FCSF drive transformation by providing technical expertise to agencies to improve their operations and spur the adoption and improvement of digital services. This appropriation furthers the President's Management Agenda by supporting the *Executive Order 14058 on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* and making investments in shared services to allow High Impact Service Providers to deliver better customer facing services.

The FCSF appropriation provides for the salaries and expenses of staff and programs authorized by 40 U.S.C. 323 and 44 U.S.C. 3604. Reimbursements from Federal agencies pay for the direct costs of the services provided on behalf of the agencies such as contact center services. The FCSF is also authorized to collect user fees from the public and to accept gifts for the purposes of defraying the costs of publishing and distributing consumer information and educational materials and undertaking other consumer information activities. The income from gifts does not have fiscal year limitations.

U.S. General Services Administration
Federal Citizen Services Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
<i>Unobligated balance, start of year</i>	\$ 20,385	\$ 158,649	\$ 68,724
Discretionary authority:			
CARES Act.....	\$ -	\$ -	\$ -
American Rescue Plan (multi-year).....	\$ 150,000	\$ -	\$ -
Annual Appropriations.....	\$ 55,000	\$ 55,000	\$ 115,784
Annual appropriation	\$ 205,000	\$ 55,000	\$ 115,784
Total Collections:			
Reimbursable Services:			
From Federal Agencies.....	\$ 2,111	\$ 7,353	\$ 41,972
From the Private Sector.....	\$ -	\$ -	\$ -
User Fees.....	\$ -	\$ -	\$ -
Gifts from the Private Sector.....	\$ -	\$ -	\$ -
Change in Unfilled Customer Orders.....	\$ -	\$ -	\$ -
Subtotal, reimbursable authority.....	\$ 2,111	\$ 7,353	\$ 41,972
Recovery of prior-year obligations.....	\$ 3,121	\$ -	\$ -
Unobligated balance, reimbursable.....	\$ (653)	\$ -	\$ -
Unobligated balance, direct.....	\$ (157,996)	\$ (68,724)	\$ (23,724)
Total, obligations.....	\$ 71,968	\$ 152,279	\$ 202,756
Obligations, appropriated (no year)	\$ 65,123	\$ 64,161	\$ 115,784
Obligations, appropriated (multi-year).....	\$ 3,363	\$ 80,765	\$ 45,000
Obligations, reimbursable.....	\$ 3,482	\$ 7,353	\$ 41,972
<i>Net Outlays</i>	<i>\$ 72,574</i>	<i>\$ 107,242</i>	<i>\$ 162,205</i>

Note: FY 2021 Actual and FY 2022 C.R. Annualized appropriated obligations include obligations from appropriations in prior years as well as obligations associated with the fund's Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, obligations.

Explanation of Changes, Appropriated Dollars and FTE
(Dollars in Thousands)

	FTE	FY 2021 Actual	FTE	FY 2022 Annualized C.R.	FTE	FY 2023 Request
	59	\$55,000	71	\$55,000	139	\$115,784
Program Changes:						
Increase in USAGov and Vote.gov for expanded capacity to meet demand from the public, and salary and benefits					46.0	\$ 35,215
Increase in FedRAMP for increasing and sustaining JAB through-put, and salary and benefits					11.0	\$ 11,531
Increase in 10x for idea through-put (Phases 1 to 4), and salary and benefits					6.0	\$ 5,000
Increase in USWDS for a proactive web design system that evolves with the private sector, and salary and benefits					5.0	\$ 4,463
Increase in Data & Analytics Portfolio contractual services support to establish the Open Government Partnership PMO						\$ 3,519
Increase in Federal Audit Clearinghouse for maintaining a public database of completed audits						\$ 1,548
Increase in WCF Bill and ASF Overhead						\$ 1,048
Increase in PC&B for 4.6% Pay Raise in FY 2023						\$ 636
Increase in MAX.gov Salary and Benefits						\$ 347
Increase in Communications and Utilities						\$ 235
Decrease in Search.gov and Code.gov Support						\$ (1,249)
Decrease in Identity Portfolio Support						\$ (1,009)
Decrease in Artificial Intelligence Portfolio Support						\$ (500)
Subtotal, Program Changes					68.0	\$ 60,784
Total Adjustments					68.0	\$60,784

Note: TTS is using American Rescue Plan funding to hire term employees in FY 2022 and FY 2023 FTE. That funding supports an additional 59 FTE in FY 2022 and 48 FTE in FY 2023.

Summary of the Request

The COVID-19 pandemic has made it more vital than ever to deliver trustworthy, secure, and intuitive digital services. The FY 2023 request provides a total of \$115.8 million for the FCSF to support ongoing Administration priorities, in addition to initiatives that help America reimagine digital services, recover from, and rebuild after the pandemic. New legislation to improve standards for digital services has resulted in increased responsibilities for the programs funded by the FCSF, and the public and other Federal agencies increasingly rely on programs such as USAGov, U.S. Web Design System (USWDS), the Digital Analytics Program (DAP), and Data.gov. The requested funding is required to support this increased demand for FCSF-funded programs, especially for the Federal Risk and Authorization Management Program (FedRAMP) which delivers increasingly vital cybersecurity assessment and authorization services.

The FY 2023 request repeats the proposal in the FY 2022 President's Budget request that the cap on the total amount of funding (including collections) available in the fiscal year from the FCSF be removed from the appropriations language. This flexibility is critical to ensure that all of the appropriations, revenues, reimbursements, and collections deposited into the fund are available when needed. The annual cap limits the amount of funding available for services from the FCSF, unintentionally hampering the level of support GSA can provide for the current

COVID-19 pandemic or a future crisis.

In addition, GSA requests an Administrative provision, first outlined in the FY 2022 budget, to modify the fund's reimbursable authority in response to increased demand for FCSF services. The broader reimbursable authority will provide GSA with the ability to adequately scale, maintain, and evolve the platforms and programs within the fund in order to better serve agencies and deliver value for the American people.

Key Changes

The FY 2023 budget request is a net increase of \$60.8 million from the FY 2022 Annualized Continuing Resolution (CR). The additional funds will accommodate increased demand in FCSF services, evolve capabilities in support of improving the public's experience when interacting with Government, and will accomplish the following objectives:

- \$15 million increase - USAGov will be repositioned as the Government-wide platform that enables High Impact Service Provider (HISP) responsibilities under Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.
- \$20 million increase - In response to Executive Order 14019, *Promoting Access to Voting*, Vote.gov will implement a modernization plan to ensure equitable access and a high quality customer experience to the public.
- \$11.5 million increase - To help achieve the mandates of the "Prioritizing IT Modernization and Cybersecurity" priority and Executive Order 14028, *Improving the Nation's Cybersecurity*, FedRAMP will continue to scale and support the growth in agency and cloud service provider participation in the program and further automation initiatives to streamline the assessment and authorization process.
- \$5 million increase - To support the personnel, compensation, and benefits of a dedicated delivery team for 10x. This team, composed of user-centered designers, engineers, and product managers, will replace the contractual services formerly provided by 18F.
- \$1 million increase - To support the personnel, compensation, and benefits of a dedicated delivery team for the Public Benefits Studio, within GSA TTS. This team will work across Government to drive the development and adoption of new digital services and products in the public-benefits space.
- \$6 million increase - Shared digital services and tools such as the U.S. Web Design System, Digital Analytics Program, Touchpoints, Search.gov and Digital.gov will expand to support the Government-wide implementation of the 21st Century Integrated Digital Experience Act (PL 115-336).

- \$1.9 million increase - General increase in shared service expenses (such as Working Capital Fund and Acquisition Services Fund), personnel, compensation, and benefits to accommodate 4.6% pay raise, and communications and utilities.
- \$1.8 million decrease - Achieved through the elimination of the Identity and Artificial Intelligence Portfolios and savings in MAX.gov contractual support. TTS efforts will focus on Login.gov, an Acquisition Services Fund (ASF) funded program, and funds will be reallocated to support other key initiatives in the FCSF as outlined below.
 - The Feedback Analytics Program will provide the High Impact Service Provider agencies identified in Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, with technical support, training, and education initiatives to benchmark current and establish target Customer Experience metrics.
 - Data.gov accelerate and improve Government-wide implementation of the OPEN Government Data Act (PL 115-435).
 - GSA's TTS will develop a solution that assists in agency implementation of the Creating Advanced Streamlined Electronic Services for Constituents Act (PL 116-50) and OMB Memorandum 21-04, *Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act*, which requires agencies to modernize processes by which individuals may request access to, and consent to the disclosure of, records protected under the Privacy Act of 1974.
 - Targeted research and collaboration efforts to support GSA's Office of Government-wide Policy Section 508 PMO which further advance implementation of the Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* and the Administration's Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- \$1.5 million increase - Another important shared service, the Federal Audit Clearinghouse (FAC), will move from the U.S. Census Bureau to GSA's TTS. GSA will examine and improve the Office of Management and Budget (OMB)-designated clearinghouse for Single Audit submissions as required by the Single Audit Act and 2 CFR part 200 subpart F. GSA is designated by OMB to become the new clearinghouse for single audits on October 1, 2022 as defined in 2CFR200 (OMB memo, 3/9/22). The new FAC will leverage GSA shared service investments (Login, cloud.gov), human-centered design and modernization expertise (18F, CoE, 10x) and related services within GSA (SAM.gov). Additionally, the FAC will provide reimbursable services to customer agencies.
- Two specialized workforce development programs that focus on equity and opportunity in technology, U.S. Digital Corps and Presidential Innovations Fellows, will come under the umbrella of the Federal Citizen Services Fund.

Despite inflationary pressures and year-after-year growth in demand for TTS programs, enacted appropriations have remained flat since FY 2019, making it difficult for the fund to accommodate increased responsibilities driven by recent legislation and executive orders.

In addition to supporting increased business volumes, the FY 2023 request is built to improve the public's experience when interacting with the Government. The \$60.8 million increase from the FY 2022 Annualized CR level will invest in additional program FTE and the contractual support necessary to improve that interaction as well as the Administration's proposed 4.6 percent pay raise for Federal employees.

Obligations by Object Classification

(Dollars in Thousands)

		2021 Actual	FY 2022 Annualized C.R.	2023 Request
11.1	Full-time, permanent	\$ 8,211	\$ 10,231	\$ 20,183
11.3	Other than full-time permanent	\$ 725	\$ -	\$ -
11.5	Other personnel compensation	\$ 216	\$ 229	\$ 455
11.9	Total personnel compensation	\$ 9,152	\$ 10,460	\$ 20,638
12.1	Civilian personnel benefits	\$ 3,038	\$ 3,479	\$ 6,861
21	Travel and transportation of persons	\$ -	\$ -	\$ 202
23.3	Communications and utilities	\$ 140	\$ 736	\$ 970
25.1	Advisory and assistance services	\$ 24,993	\$ 23,420	\$ 60,376
25.2	Other services	\$ 4	\$ 162	\$ 160
25.3	Goods & services from Gov't accounts	\$ 15,572	\$ 16,708	\$ 26,545
26	Supplies and materials	\$ -	\$ 12	\$ 11
31	Equipment	\$ -	\$ 22	\$ 22
99	Obligations, appropriated (no year)	\$ 52,899	\$ 55,000	\$ 115,784
	<i>Subtotal, PC&B</i>	<i>\$ 12,189</i>	<i>\$ 13,939</i>	<i>\$ 27,499</i>
	<i>Subtotal, Non-labor</i>	<i>\$ 40,709</i>	<i>\$ 41,061</i>	<i>\$ 88,285</i>
99	Obligations, appropriated (multi-year)	\$ 3,363	\$ 80,765	\$ 45,000
99	Obligations, reimbursable	\$ 3,482	\$ 7,353	\$ 41,972
99	Obligations, available from prior years	\$ 12,225	\$ 9,161	\$ -
99.9	Total obligations	\$ 71,968	\$ 152,279	\$ 202,756
	<i>Full-Time Equivalents (FTE)</i>	<i>59</i>	<i>71</i>	<i>139</i>

Note: FY 2021 Actual appropriated obligations and FY 2022 C.R. Annualized obligations available from prior years include CARES Act obligations. TTS is using American Rescue Plan funding to hire term employees in FY 2022 and FY 2023 FTE. That funding supports an additional 59 FTE in FY 2022 and 48 FTE in FY 2023.

Supporting Administration Priorities

The FY 2023 request funds work that underpins the major tenets of the President's Management Agenda, as well as the methods proposed to achieve those priorities, specifically: strengthening and empowering the Federal workforce; delivering excellent, equitable, and secure Federal services and customer experience; developing and supporting lasting interagency management Communities of Practice; enhancing Federal information technology (IT) and cybersecurity as key enablers of mission delivery; applying Federal data management and data science capabilities; and nurturing a culture of Evidence-Based policymaking and decision-making in Federal Agencies. The Technology Transformation Services is committed to the belief that America's public servants are the Government's greatest asset. The FCSF request will enable several programs critical to creating a diverse and talented pipeline of public servants.

Strengthening and Empowering the Federal Workforce

U.S. Digital Corps

Launched in FY 2022 with seed funding from the American Rescue Plan, the U.S. Digital Corps (USDC) recruits and develops diverse, highly-skilled, and mission-driven early career technologists to Federal agencies to serve in roles including software engineering, data science, product management, design, IT, and cybersecurity for two years putting them on a career development trajectory with the potential for conversion into full-time career roles at program completion. The program provides a talent infusion that increases the depth and spread of technology talent immediately available to agencies as they recover and rebuild Government services in the wake of the COVID-19 pandemic. The U.S. Digital Corps model embeds these early career technologists in other Federal agencies for the duration of the fellowship, while they receive professional development and support from GSA. Program fellows may be converted to permanent positions in the Federal service at program completion unlike the Presidential Innovation Fellows (PIF) program which only offers term limited roles. Additionally, the U.S. Digital Corps is designed to scale significantly beyond the size of the current PIF program. The first U.S. Digital Corps application launched in early FY 2022. The program received over a thousand applications in under a week and attracted a highly diverse pool of candidates from 47 states and territories. Fellows will be working from 18 different states with about half of the cohort located in the DC metropolitan area. While 160 Fellows were requested by 70 Agencies or agency components, the U.S. Digital Corps will only be placing 40 in the FY 2022 pilot cohort to ensure a strong Fellow and Agency experience and to enable more flexible iteration and learning. At scale, the U.S. Digital Corps will bring hundreds to thousands of early-career technologists to Federal service every year in a sustained talent pipeline; stabilizing and diversifying the Federal technology workforce through end of fellowship career conversion. We anticipate that the long-term business model will be similar to that of the Presidential

Management Fellows: agencies will cover fellows' direct costs as well as program office costs when Digital Corps fellows are hired into GSA and detailed out to agencies. The U.S. Digital Corps plans to scale with near-term benchmarks of 80, 160, and 250 active fellows in FY 2023, FY 2024, and FY 2025 respectively.

GSA is again requesting an administrative provision associated with the FCSF's reimbursable authority to accommodate the U.S. Digital Corps reimbursement model. The FY 2023 request includes \$10.1 million in Reimbursable Authority to fund the U.S. Digital Corps Program.

Presidential Innovations Fellows

The Presidential Innovations Fellows (PIF) program is another premier source of talent for the Federal Government. The highly competitive fellowship program recruits a diverse pool of senior and executive level technologists every year to embed in Federal agencies as entrepreneurs-in-residence. Alongside agency partners, PIFs advise, prototype, and scale solutions using industry best practices across data science, design, engineering, product, and systems thinking. The FY 2023 request includes \$14.5 million in Reimbursable Authority to fund the Presidential Innovation Fellows (PIF) Program. The PIF program will be transferred from the Acquisition Services Fund (ASF) to the FCSF at the start of FY 2023 to streamline operations. Currently, the PIF program operates on a fully reimbursable basis utilizing the Economy Act; however, the Economy Act prevents the program from entering into agreements that cross fiscal years creating unnecessary burden on the program. Transferring PIF to the FCSF will enable the program to use the broadened reimbursable authority as requested in the new Administrative Provision to enter into agreements that cross fiscal years and better serve its partner agencies.

MAX.gov Shared Services

Additionally, the FCSF funds tools that empower our Federal workforce. MAX.gov is an integrated suite of tools and services for collaboration and authentication, including partnerships between Federal, State, Local and Tribal governments as well as other trusted partners. MAX.gov was initially developed for use by OMB's Budget Systems Branch (BSB) and the Budgeting Community in 2007 to meet their needs for dynamic and flexible solutions for cross-agency authentication, collaboration, data collection, and analytics. The MAX.gov capabilities and external customers have grown significantly over the past 13 years, and now include 73 agency partners and a suite of 18 applications.

TTS's MAX.gov new Collaboration product includes an enterprise suite of tools for collaboration, data collection, and analytics. The new solution includes the ability to share and co-edit documents in real time, share calendar free and busy status, schedule meetings with virtual conferencing, create forms, create team channels for chat and document sharing, create

internal content sites, etc. Agencies will have the ability to establish project work spaces and invite individuals from inside and outside their own agency to participate in the workspace.

TTS's MAX.gov new Authentication tool allows for federated identity brokering to pass and validate Federal employee credentials at the source of origin for Federal employee access to Government applications. PIV credentials will be the primary source of authentication. For those without PIV credentials, Login.gov will be utilized.

GSA is working closely with OMB to transfer ownership of MAX.gov, which began in FY 2021, and will use the FCSF reimbursable authority to collect agency reimbursements for this program in FY 2023 and beyond. GSA is requesting an administrative provision associated with the FCSF's reimbursable authority, as well as elimination of the dollar limitation on FCSF reimbursable work, to accommodate the MAX reimbursement model. GSA will be able to use the broader reimbursable authority to provide the ability to adequately scale, maintain, and evolve the MAX program within the fund in order to better serve agencies and deliver value for the American people.

Digital.gov

The FCSF also enables the continuous education and development of the public workforce. Digital.gov creates community connections and provides guidance on building digital services to transform how the Government interacts with the public. This Government-wide collaboration is accomplished by publishing and sharing tips, tactics, best practices, case studies, events, and comprehensive resources based on community needs in context of the problems being addressed in Government. These communities of experts include representation from all branches of the Federal Government, every cabinet agency, every branch of the military, and 47 states, including the District of Columbia and Puerto Rico.

Digital.gov is a critical channel for communicating the 21st Century Integrated Digital Experience Act and other Federal web policy requirements and empowering agency teams to implement these requirements. This program serves a supporting role in Emergency Support Function 15 of the National Response Framework.

Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience

USAGov

The activities in this category include the suite of offerings under the USAGov platform: 1) the official English and Spanish language websites for the Government - USAGov and USAGov en Español (formerly known as GobiernoUSA.gov); and 2) the call/contact center at 1-844-USA-GOV1. The public can find this number at the top right and bottom center of the USAGov English and Spanish sites.

Providing trustworthy and intuitive Government information is more important today than ever. The COVID-19 pandemic illuminated the need for such information when USAGov experienced a 54 percent increase in call-center volume, a 65 percent increase in web traffic, and a 112 percent surge in email inquiries -- resulting in over 130 million interactions with the public. In FY 2023, USAGov will play a key role in the Administration's efforts to improve the delivery, efficiency, security, and effectiveness of Government programs, with a commitment to advance equity and enhance the lives of those who have been historically underserved by the Government.

The FY 2023 request provides resources to unveil and maintain USAGov Reimagined -- redesigned USAGov website that aims to serve as a centralized, digital "Federal Front Door" from which customers may navigate to all Government benefits, services, and programs. USAGov is a High Impact Service Provider (HISP) under the CX Executive Order. The site will feature streamlined content, processes, and technologies that use human-centered design to meet customer needs. USAGov will also consolidate content currently appearing on Benefits.gov, Grants.gov, and other appropriate websites. TTS envisions reimagining and rebuilding USAGov into a place where the public can complete their entire user-journey, to include facilitating transactions, in one place instead of being simply linked to a secondary Government website. This reimagined website will enable the public to complete their tasks in a single place, while increasing the efficiency and effectiveness of Government digital services. Users will be able to visit a single website making their interactions easier to complete while also improving the security. In the long run, agencies could rely on USAGov for security of their frontend public facing interfaces enabling them to focus on securing their backend systems. The redesigned USAGov will be the foundation that enables new ideas driven by Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*. The platform will deliver content and tools in English and Spanish that data shows the public most needs and wants, as well as enable greater flexibility in content presentation, content management and technical integrations.

USAGov Reimagined will drive referrals to agencies by improving the organization and presentation of benefits information. USAGov expects to further leverage this work to increase public interest through outreach campaigns and work with third parties like Google to drive referrals to the platform.

Further, GSA will develop solutions that are mandated through the Creating Advanced Streamlined Electronic Services for Constituents Act (PL 116-50), which will ultimately simplify and expedite the process through which members of Congress resolve problems and serve their constituents. This is an important first step in modernizing the implementation of privacy requirements across the Federal landscape.

The FY 2023 request includes an additional \$15 million to bring these plans to fruition across the digital portfolio, contact center, and outreach and partnerships division.

Vote.gov

Executive Order 14019, *Promoting Access to Voting*, directs GSA to modernize and improve the user experience of Vote.gov, which includes working to integrate and cooperate with state agencies responsible for elections, compliance with accessibility standards, language translation services, and other modernization related to the 21st Century Integrated Digital Experience Act.

Vote.gov currently meets Section 504 and 508 compliance requirements. As functionality is added to the website, Vote.gov will continue to remain compliant while expanding the holistic experience of voter registration. Vote.gov plans to collect and amplify the efforts of state election officials while providing a single source for authoritative voting information on a Government website -- ensuring an accessible and trustworthy process for people of all abilities while also reducing burden and costs on states by helping citizens complete and submit their registrations correctly. Additionally, the Vote.gov modernization effort hopes to provide translation in any of the language groups covered under section 203 of the Voting Rights Act anywhere in the United States. Further, as part of its modernization, Vote.gov will ensure continued compliance with all requirements of the 21st Century Integrated Digital Experience Act.

The FY 2023 request includes \$20 million to achieve the following outcomes: a fully accessible platform that serves voters of all backgrounds and capabilities; an authoritative voting resource that will help reduce the influence of mis-, dis-, and mal-information; a multilingual experience that would advance equity of underserved or disadvantaged communities; and a commitment to continuous improvement for the optimal customer experience on Vote.gov.

Federal Audit Clearinghouse

The FY 2023 FCSF request includes funds to successfully transfer responsibility for the Federal Audit Clearinghouse (FAC) provider from the Census Bureau to GSA. GSA will oversee significant improvements to the FAC and will contribute to efforts to standardize the grants management business process, improve transparency over financial assistance spending, and leverage data as a strategic asset as codified in the Federal Funding Accountability and Transparency Act (FFATA), as amended by the Digital Accountability and Transparency Act (DATA Act), and the Grants Reporting Efficiency and Agreements Transparency Act (GREAT Act) and as referenced in OMB Memoranda M-19-16, *Centralized Mission Support Capabilities for the Federal Government*, and M-22-02, *New Financial Assistance Transparency Reporting Requirements*.

Because these goals are consistent with GSA's efforts to expand Government-wide shared services and lead technology modernization initiatives, GSA is the best positioned agency to host the FAC. The future solution will be implemented in a phased approach based on user-centered design. Both the initial product and any future iterations will consider input from users and partners, including the Financial Assistance Committee for e-Government (FACE) or its successor, the National Single Audit Coordinators, and the Grants Quality Service Management Office (QSMO) as well as the American Institute of Certified Public Accountants (AICPA) and the National Association of State Auditors, Comptrollers and Treasurers (NASACT). The FY 2023 request also enables community initiatives to support the vision of enabling agencies, to derive operational efficiencies, and to resolve shared audit findings -- which will ultimately provide a seamless customer experience to recipients and auditors, reduce burden, and improve results. GSA is exploring a reimbursement model for this work and actively coordinating with OMB.

GSA is requesting an administrative provision associated with the FCSF's reimbursable authority, as well as elimination of the dollar limitation on FCSF reimbursable work, to accommodate the FAC reimbursement model. The broader reimbursable authority will provide GSA with the ability to adequately scale, maintain, and evolve programs within the fund in order to better serve agencies and deliver value for the American people.

Section 508

The GSA's Office of Government-wide Policy is tasked with the responsibility of supporting Section 508 programs across Government, to ultimately ensure the accessibility of information and communication technologies for individuals with disabilities. In this capacity, they provide a full range of support services: policy and acquisition assistance, content strategy, design and development, testing, training, tools, and events.

In FY 2023, GSA's TTS will collaborate with the Section 508 PMO to fully maximize the inherent relationship between FSCF-funded services (e.g., U.S. Web Design System, Search.gov, etc) and the important mission of the Section 508 PMO.

Search.gov

Search.gov is a search engine service provided by GSA's TTS. Used by one-third of Federal domains, it provides a high-quality, standard search experience for the public as they interact with different Government websites. In 2021, Search.gov powered over 286 million searches across more than 2100 participating websites. This broad use gives insight into the services and information the public needs, and the ways in which people seek it out, which is invaluable data as the Government strives to implement customer-centric mandates like Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

The 21st Century IDEA requires that agency websites contain "a search function that allows users to easily search content intended for public use," which has led to greater demand for Search.gov as agencies modernize and streamline their websites.

The FY 2023 request includes funds to further refine and improve Search.gov, with planned rollouts of faceted search, which will allow users to easily narrow down results through filters and facets, managing complexity and making search result sets manageable, legacy code removal, redesigned user interfaces, and continuous version upgrades.

By implementing a flexible system that allows agencies to choose between commercial or in-house search engines, Search.gov has reduced costs for commercial search results by over 60 percent, all while expanding services to major websites such as VA.gov, FDA.gov, HHS OIG, StudentAid.gov, and most recently TSP.gov.

Feedback Analytics

Executive Order 14058, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government states that "Government must also work to deliver services more equitably and effectively, especially for those who have been historically underserved. Strengthening the democratic process requires providing direct lines of feedback and mechanisms for engaging the American people in the design and improvement of Federal Government programs, processes, and services." The GSA TTS' Feedback Analytics Program is the premier shared service through which agencies collect, validate, and report quantitative and qualitative customer feedback.

The program provides a lightweight, Paperwork Reduction Act (PRA) - friendly, digital customer experience tool which helps agencies measure their performance, create a cross-agency benchmark, and reduce the burden on the public -- all of which fulfill Section 280 of OMB Circular A-11. Touchpoints also enable aggregation and analysis of simple feedback data from other sources. This shared service offering is a simple, flexible, and convenient way to collect customer feedback; and it allows agencies to focus on serving customers rather than managing surveys.

There are currently over 500 instances of Touchpoints deployed across 60 agencies. Since 2021, the number of responses collected through Touchpoints has increased over 600%. This data is absolutely critical to effective customer service improvement and decision-making across Government and is central to the success of the Customer Experience Cross Agency Priority Goal, OMB Memo A-11, Section 280, and Executive Order 14058.

U.S. Web Design System

The U.S. Web Design System (USWDS) is the Government's design system. It's a toolkit of principles, guidance, and code that makes building accessible, mobile-friendly Government websites faster and easier. It helps teams use human-centered design to provide reliable continuity of experience across the Federal digital landscape. GSA has statutory authority for the "website standards" included in Section 3(e) of the 21st Century Integrated Digital Experience Act. These website standards require agencies to adopt USWDS principles, guidance, and code incrementally. As of January 2022, USWDS code powers 411 websites, 91 agencies and 29 percent of executive branch domains.

The USWDS Inclusive Patterns project launched in FY 2022 with funding from the American Rescue Plan. This initiative seeks to develop tools and guidance, with an eye to effective and inclusive solutions to common user tasks in the service of transactional applications (e.g., applying for benefits).

The USWDS Inclusive Design Patterns will promote inclusive design practices across the Federal Government. It will help the Government more comprehensively address equity with respect to race, ethnicity, religion, income, geography, gender identity, sexual orientation, and disability, when it comes to interacting with Government digital services.

The FCSF FY 2023 request includes an estimated \$5.0 million in additional funding to effectively maintain new offerings, accommodate the tremendous growth of its user base, help agencies meet 21st Century IDEA requirements and respond to agency requests for services. USWDS continues to experience double-digit year after year growth, expanding its customer base by 60 percent from FY 2019 to FY 2020. In addition, since January of 2020, the design system has experienced a 165 percent increase in sites and 98 percent increase in agencies

using design system code. As of May 2021, the design system powers more than 850 million page views on Federal websites each month — about 20% of Government-wide views. The budget of the design system has been relatively small and flat, and most development and enhancements have been achieved through other, one-time funding or CARES Act initiatives. Scaling the U.S. Web Design System will be an important step in achieving compliance with the “Improving customer Experience (CX)” and “Modernizing Public-Facing Websites, Digital Services, and Records Management” priorities, the 21st Century IDEA, and Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

Methods

The goals of both the FCSF and the President’s Management Agenda are ambitious and impactful. The FCSF FY 2023 request includes additional funding to help advance the vision of a secure, equitable, efficient, and accountable digital Government. To achieve this vision, the FCSF will fund the following methods outlined in the President’s Management Agenda: Further Develop and Support Lasting Interagency Management “Communities of Practice”

Communities of Practice

Communities of Practice (COPs) are trusted groups of professionals united by a common concern or purpose sharing similar experiences, stories, tools, and ways of addressing recurring problems. GSA’s TTS currently supports 25+ Communities of Practice with over 16,000 members on topics including User experience, Customer service, Web analytics, Artificial Intelligence and other topics. These groups produce trainings, share lessons learned and best practices, and facilitate conversations that help agencies improve their services.

Digital.gov has been organizing communities for more than 20 years, starting with the first in-person meeting of the Web Managers community on October 31, 2000. In FY 2023, GSA will explore relationships between its agency-facing programs and Communities of Practice to help increase awareness, participation, and Government-wide initiatives.

Challenge.gov

American ingenuity is not bound by geographic area or profession. Recognizing that the public is instrumental in solving tomorrow’s problems, GSA launched Challenge.gov over ten years ago. Challenge.gov is the Federal Government’s prize competition platform, which allows public access and engagement with all federally sponsored prize competitions. GSA created Challenge.gov in accordance with the America COMPETES Reauthorization Act of 2010 and more recently to satisfy the public announcement criteria for prize competitions as mandated in the American Innovation and Competitiveness Act of 2017. Agencies use prize competitions to

tap into a knowledge base that exists outside of the Federal Government. Using prize competitions agencies can achieve a variety of goals, such as improving Government service delivery, finding and highlighting innovative ideas, solving a specific problem, advancing scientific research, developing and demonstrating technology, informing and educating the public, engaging new people and communities, building capacity, and stimulating markets. Over the past 10 years, Challenge.gov has hosted over 1,250 prize competitions from over 100 Federal agencies with monetary awards totaling more than \$350 million.

Federal prize competitions have catalyzed advances in areas such as autonomous vehicles and infectious disease forecasting, and stimulated research and investment in market sectors including solar energy, water purification, and small business development.

In addition to managing the prize competition platform, the Challenge.gov program office provides one-on-one prize competition consultancy and supports a Federal-wide challenge community of practice (800+ members) with networking activities, training, and resources designed to build capacity and promote knowledge sharing.

CitizenScience.gov

Citizenscience.gov is the Federal Government's citizen science project platform. The site provides a portal to three key components: a catalog of federally sponsored citizen science projects, a toolkit to assist Federal practitioners with designing and maintaining their projects, and a gateway to a community of over 400 citizen science practitioners and coordinators across Government as called for in the Crowdsourcing and Citizen Science Act of 2016 (15 U.S.C 3724). The catalog of federally supported citizen science projects engages the American public in addressing societal needs and accelerating science, technology, and innovation. The platform and program facilitate the inclusion of crowdsourcing and citizen science into federally sponsored research projects and the scientific discovery process. The website draws on public participation to advance scientific knowledge research and supports open opportunities for the Government to pursue and strengthen interagency partnerships, as well as collaborate with industry, academia, and other organizations. Since FY 2017, the Open Innovation Program has supported agencies in listing over 450 federally sponsored citizen science projects on Citizenscience.gov, in the Citizen Science data catalog, and on Data.gov. In collaboration with the White House Office of Science Technology Policy, the team works with Federal agency coordinators to complete the biennial Congressional Report: Implementation of Federal Prize and Citizen Science Authority.

Continue to Enhance Federal Information Technology (IT) and Cybersecurity as Key Enablers of Mission Delivery

Cybersecurity: FedRAMP

FedRAMP is a Government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. This program makes it easier for shared service providers and small companies to meet requirements for multiple agencies; historically about 30 percent of authorized vendors are small businesses. FedRAMP enables agencies to avoid spending duplicative funds for security-related costs as well as saving valuable time by establishing an “authorize once, reuse many times” security program. Over 245 unique cloud offerings have gone through the FedRAMP

process and have been reused approximately 3,500 times across the Federal Government. Through the lifetime of the program, it is estimated that the program has helped the Government avoid over \$700 million in one-off Agency assessment and authorization costs.

The program continues to experience double-digit growth in new products achieving FedRAMP authorization year after year (27 percent increase in FY 2021 alone) due to increased Agency and Cloud Service Provider participation. However, the budget of the FedRAMP PMO has been relatively flat, which constrains the pace of cybersecurity support the PMO is able to provide and makes it challenging to keep up with demand; this results in longer authorization timelines and the inability to meet stakeholder expectations. As part of the FY 2023 Request, GSA is requesting an estimated \$10 million in additional funding to support the growth in agency and cloud service provider participation in the program and further automation initiatives to streamline the assessment and authorization process. These efforts align with the “Prioritizing IT Modernization and Cybersecurity” priority and are consistent with the Executive Order 14028, *Improving the Nation’s Cybersecurity*.

Incorporating Automation into the Security Authorization Process

One of the barriers to the faster adoption of new technologies is the security authorization process, as defined by Federal law and policy. Building on the role FedRAMP plays in securing cloud technologies, GSA is partnering with agencies and industry to identify new ways to approach security authorizations to increase efficiencies, incorporate automation, reduce the time to market, and minimize cost. As an example, FedRAMP continues to partner with stakeholders and the National Institute of Standards and Technology (NIST) to develop the Open Security Controls Assessment Language (OSCAL) to automate FedRAMP’s security materials into a standardized machine-readable language. Additionally, FedRAMP intends to address current critical business processes across the program through seeking end-to-end automation solutions to increase efficiencies. These improvements will provide the vendor and

agency community the ability to reduce time and costs associated with manual, labor-intensive processes that exist today.

10x

GSA believes that in order to truly transform Government technology, programs must take a full scale approach to change. Beyond development and delivery, there is an opportunity to be more agile in the selection, prioritization, and funding of new ideas.

The 10x program is an incremental investment program to support and develop ideas from Federal employees about how technology can improve the public's experience with the Government. Since FY 2015, the program has received over 1,187 ideas from 193 agencies and has funded 274 projects, for a total of \$32.3 million dollars invested in new, innovative solutions to improve Government.

10x invests in projects using a radically different approach, where investments are made incrementally -- with gated funding only granted as projects prove their merit and justify further investment. This approach prevents 10x from investing valuable tax dollars in cumbersome and protracted technology projects, and has been recognized nationally and internationally by such groups as the Organization for Economic Cooperation and Development and the American Council for Technology and Industry Advisory Council.

The selected projects from this program support the Administration's priorities and legislative mandates, such as the 21st Century IDEA, OPEN Government Data Act, Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*; Executive Order 14008, *Tackling the Climate Crisis at Home and Abroad*; and Executive Order 14058 *on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

In FY 2023, 10x will fund ideas from three investment areas: Reimagining Public Engagement, Digital Responses to Climate Challenges, and Equity in Delivery. Exploratory work is already underway in areas such as Combating Bias in Artificial Intelligence, Equity-Centered Design for American Indian and Alaska Natives, Benefits Eligibility Awareness Recognition Service (BEARS), Contact Tracing in Federal Buildings, and Visualizing the Federal Carbon Footprint.

As part of the FY 2023 Request, GSA is requesting an estimated \$5.0 million in additional funding to continue scaling 10x; providing additional seed funding to new ideas and evolving the 10x model to accommodate future growth. These efforts align with the "Modernizing Public-Facing Websites, Digital Services, and Records Management", "Advancing Equity through the Federal Government", "Tackling the Climate Crisis," and "Prioritizing IT Modernization and Cybersecurity" priorities.

Public Benefits Studio

The TTS Public Benefits Studio is a separate initiative and will work with current programs across TTS and across Government to drive the development and adoption of new digital products and services in the public benefits space. These services will be focused specifically on enabling more effective delivery of public benefits. This new Studio will allow TTS to not only test new ideas and products in the benefits space, but to actually sustain and operate those that prove successful.

This program closely aligns with the Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* and *President's Management Agenda* in support of delivering excellent, equitable, and secure Federal services and customer experience to the public.

Strengthen Federal Data Management and Data Science Capabilities

Data.gov

Data.gov is the Federal Government's open data catalog. The Data.gov site provides access to datasets from across the Government on subjects such as health, education, and public safety. The OPEN Government Data Act requires agencies to make datasets available in an open, machine-readable format for inclusion in Data.gov.

A unified, searchable data catalog helps researchers, students, entrepreneurs, and the general public in making discoveries, building businesses, and making informed consumer choices. In addition to the catalog, Data.gov provides shared tools for agencies to assist them in achieving the goals of the OPEN Government Data Act (PL 115-435).

This law also tasks Data.gov with building and managing a “repository of tools, best practices, and schema standards” in collaboration with OMB and the Office of Government Information Services.

The FY 2023 request includes funds to further develop resources.data.gov as a central location for open data guidance, tools, and data interoperability for Federal agencies. Specifically, GSA's TTS will enhance the Federal Data Catalog to include any definitions, regulations, policies, checklists, and case studies related to open data policy, facilitate collaboration and the adoption of best practices across the Federal Government relating to the adoption of open data practices, as directed in OPEN Government Data Act.

API.Data.gov

API.data.gov is a shared service providing API management features to Federal agencies, including API analytics and API keys. APIs are a way for agencies to share data in machine readable formats, which empowers external application developers to leverage Government data and services. API.data.gov's service provides tools to make it easier for agencies to launch, secure, and manage their API programs, along with API analytics which allow agencies to understand how their APIs are being used. The service currently supports about 90 API programs across 24 agencies.

Digital Analytics Program

Digital Analytics Program (DAP) offers advanced web analytics tools, support, and training to Federal agencies. This program allows the Government to determine what content is most effective when communicating with the public on more than 6,000 Federal websites. DAP allows agencies to track and measure opportunities for streamlining and improving the usability of Government websites, and is recognized as a best practice by the web standards mandated in the 21st Century IDEA. In addition, OMB M-17-06 *Policies for Federal Agency Public Websites and Digital Services* mandates that Federal agencies use of DAP on websites. In FY 2021, DAP reported how COVID-19 affected the Federal web, released the Web Analytics Playbook, and co-created the Web Analytics and Optimization Community of Practice.

Open Government Secretariat

The Open Government Secretariat (OGS) is a new PMO supporting Government-wide open Government efforts with a particular focus on the Open Government National Action Plan (NAP). GSA will serve as the primary point of contact for Government-wide open Government efforts and coordinate across stakeholders and sectors including key agencies offices, civil society groups, the public at large, and outside groups and institutions, including the Open Government Partnership. The Open Government NAP process will structure most of the activities of the PMO with the next NAP to be issued by the end of calendar year 2022. The OGS will facilitate input and engagement with stakeholder groups, the interagency community, and EOP decision-makers to develop the next NAP, oversee implementation, and support the reporting requirements at open.usa.gov as defined by the Open Government Partnership.

American Rescue Plan Act of 2021

As the COVID-19 pandemic spread rapidly throughout the U.S., the public was cautioned to limit travel and avoid in-person interaction unless absolutely necessary. Digital infrastructure, information, and services from the Government were no longer optional -- they were absolutely necessary.

The American Rescue Plan Act of 2021 designated provided \$150 million to the Federal Citizen Services Fund, over FYs 2022, 2023, and 2024, to help agencies and the public recover from the COVID-19 pandemic, and rebuild for more secure and effective public digital experiences.

GSA has defined three key investment areas for ARP funds: (1) Recover: Providing immediate recovery support to the public in the wake of the pandemic; (2) Rebuild: Rebuilding existing Government-wide citizen-facing services to improve the public's digital experience; and (3) Reimagine: Reimagining the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. As of March 21, 2022, TTS's ARP Board

has allocated \$103 million to nearly 35 projects. GSA will continue to identify new projects and investments to help rebuild and reimagine the public's digital experience with Government-wide citizen-facing services.

GSA also implemented a rigorous submission and evaluation process to govern administration of the ARP funds. Examples of work funded by the ARP include assisting families eligible for the Child Tax Credit, verifying income for public benefits, and automating farmers' debt relief processes.

U.S. General Services Administration
TECHNOLOGY MODERNIZATION FUND
Fiscal Year 2023 Congressional Justification
CONTENTS

Appropriations Language	2
Program Description	2
Summary of the Request	4
Program Financing.....	8
Amounts Available for Obligation	9
Explanation of Changes, Appropriated Dollars and FTE	10
Obligations by Object Classification	10

Appropriations Language

*For carrying out the purposes of the Technology Modernization Fund, as authorized by section 1078 of subtitle G of title X of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91; 40 U.S.C. 11301 note), **\$300,000,000** to remain available until expended.*

Program Description

The Federal Government spends approximately \$90 billion annually on information technology (IT) systems and even more on IT-related grants to state, local, tribal and territorial governments, yet IT modernization remains challenging. It can be difficult for agencies to fund large, multi-year modernizations or to address urgent cybersecurity needs within their annual IT budget. The Technology Modernization Fund (TMF) is a revolving fund that helps finance Federal agencies' transition from antiquated legacy information technology (IT) systems to more effective, secure, and modern IT platforms. It represents a new and smarter model for funding and overseeing IT modernization projects since it a) relies on technical experts to review requests and oversee performance; b) invests money in smaller, incremental amounts based on the value being delivered; c) allows agencies to request money in a way that is better aligned with the fast pace of change in technology, especially around cybersecurity; and d) provides agencies with flexible repayment terms and incentivizes the development of shared and reusable services across Government.

The National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91), Subtitle G—Modernizing Government Technology (MGT) Act, Section 1078 established the TMF and Technology Modernization Board (TMF Board or Board). The TMF is administered by the U.S. General Services Administration (GSA) in accordance with recommendations made by the interagency TMF Board established by the MGT Act. The Board is chaired by the Administrator of the Office of Electronic Government and comprises six additional voting members, delineated in the Act, possessing expertise in IT development, financial management, cybersecurity, privacy, and acquisition. Additionally, alternate Board members provide further expertise and can stand in as a voting Board member. The MGT Act authorizes the TMF to transfer appropriations and collections in the TMF to other agencies as determined by the TMF Board. The American Rescue Plan Act of 2021 (Public Law 117-2) added an additional \$1 billion appropriation to the TMF.

In accordance with guidance from the Office of Management and Budget (OMB), the Board rigorously reviews agency modernization proposals and prioritizes projects that support cross-Government collaboration via scalable services, address urgent cybersecurity needs, modernize high-priority systems, and improve a citizen's ability to easily access Government services via public-facing digital services. To maintain a focus on delivering impact, the Fund will invest in a diverse portfolio of projects which have varying levels of repayment flexibility and expects to recover a portion of the funds.

The MGT Act provides the GSA Administrator and OMB Director with the authority to establish and amend the terms of repayment to the TMF. Extending repayment flexibility to agencies gives the Fund the ability to make smart investments and maximize the benefit to the Government and public. It allows the Fund to continue investing in projects with (i) the highest probability of success and (ii) the highest value to the public and/or highest impact cybersecurity outcomes, regardless of whether cost savings are expected. Repayment can range from full repayment on investments with direct cost savings, such as replacing a legacy system with one that can be operated and maintained more efficiently, to minimal repayment for proposals that tackle the most urgent cybersecurity and modernization problems facing our Government, and where cost savings are not easily realized by the proposing agency.

The GSA Administrator, in consultation with the Board and Director of OMB, is responsible for continuous oversight of funded projects to ensure success. Additionally, if requested, technical experts are paired with specific projects on a reimbursable basis to help them execute the projects quickly and successfully. All funding is provided in increments based on agile development practices and is subject to agencies achieving planned project milestones.

Ultimately, retiring or modernizing vulnerable and inefficient legacy IT systems will make agencies more secure and yield savings in time and budget. Absent immediate action, the cost to operate and maintain legacy systems will continue to grow while cybersecurity vulnerabilities and other mission risks grow. As a means of addressing these pressing challenges, the TMF is an important step in changing the way the Federal Government manages its IT portfolio.

Prior to 2021, the Board reviewed more than 50 project proposals requesting over \$550 million; this resulted in 11 approved projects representing \$89 million in active investments. Since the American Rescue Plan (ARP) was enacted, the Board has received over 130 proposals from over 60 Federal agencies and components requesting more than \$2.5 billion in funding. The TMF has supported nine new modernization projects totaling nearly \$320 million¹ since receiving the ARP appropriation. With existing proposals in the pipeline and new proposals received on a rolling basis, the TMF plans to allocate the majority of remaining ARP funds and announce additional investment rounds in FY 2022.

Projects funded through the Technology Modernization Fund have had a significant impact on improving the public's experience and expanding shared services throughout the Government, better utilizing taxpayer money. Modernization efforts like the Department of Labor's (DOL) Labor Certification Modernization project allowed the department to digitize a previously expensive, paper-based process which not only generated savings for DOL, but also improved efficiency for partnering agencies like the U.S. Department of Agriculture (USDA) and U.S. Citizen and Immigration Services (USCIS). In fact, the USDA's Farmers.gov Portal project, also funded through the TMF, allowed USDA to add connections to the new DOL system for farmers and producers to improve citizen end-user experience and increase overall transparency.

¹Figure does not include classified proposals. If you have questions about a classified project, please contact tmf@gsa.gov.

Though the TMF only accepts project proposals from Federal agencies, projects like the Equal Employment Opportunity Commission's (EEOC) Charge and Case Management System Modernization effort can directly impact state, local, tribal, and territorial agencies as well. EEOC used TMF funds to improve a 19 year old legacy system that is also used by 92 Fair Employment Practice Agencies (FEPAs, state or local equivalents to the EEOC), with many using the EEOC tool as their system of record.

Looking ahead, the most recent TMF investments aim to support three agencies (Department of Education, Office of Personnel Management, and the General Services Administration) in accelerating their migration to an Advanced Cybersecurity and Infrastructure Security Agency (CISA) maturity model, and tackling critical zero trust architecture (ZTA) modernization initiatives. Login.gov's project will advance the cybersecurity posture for the anticipated 32+ million active users who access over 200 services spanning 27 Federal agencies, while DHS's Southwest Border Technology Integration Program (TIP) will use data and technology to more efficiently, effectively, and humanely process noncitizens encountered at our Southwest Border. These efforts will reduce technical debt and duplication of work incurred by agencies across the Federal Government, and improve cross-agency collaboration. The TMF also recently announced \$9M in investments to modernize key systems, transform operations, and safeguard Americans' personal data at two small Federal agencies – the U.S. Postal Regulatory Commission and the Selective Service System.

Given the ever-increasing number of cybersecurity threats facing the Federal Government, the huge demand for technology modernization investment across the Federal enterprise, agencies' ongoing modernization needs, and the new technology standards being issued across Government, the \$300 million requested herein is an additional installment needed to build on the smart, cost-effective, timely, and results driven approach used by the TMF to help agencies deliver high priority modernization projects with real, cross-Government and citizen-facing impact.

Summary of the Request

The FY 2023 request for the TMF is \$300 million for transfers and support given to agencies in support of projects selected by the Board, and for services and work related to the administration of the Fund. Additional funding in FY 2023 will allow the TMF to meet significant unmet demand shown for the fund, continue to tackle more complex, impactful, Government-wide IT modernization efforts, and appropriately scale operations to address modernization and cybersecurity needs at significant scale. Additional annual appropriations are critical to build on the investment funding necessary to address the size and scale of the Federal Government's IT modernization and cybersecurity needs.

The pervasive use of legacy IT systems and infrastructure results in increased cybersecurity risks to Federal IT systems, inadequate services for the American people and businesses, and increased costs to operate and maintain aging systems. Absent action to modernize systems, the cost to operate and maintain legacy systems will continue to increase while cybersecurity vulnerabilities and other risks grow.

The TMF is designed to improve the management and oversight of IT modernization investments, allowing agencies to move to more secure, efficient, and accessible IT systems and infrastructure, such as cloud and shared services built with the end-user experience in mind, while also establishing stronger mechanisms for Federal agencies to regularly refresh their IT systems based on modern technologies. A priority will be placed on proposals that invest in:

- **Modernizing high priority systems:** The Fund will support investments that modernize and support priority agency assets and services. This may include systems already designated as High Value Assets (HVAs) that have significant impact, or longstanding security issues.
- **Cybersecurity:** The Fund will support investments that move the Government to a consistent baseline of maturity in cybersecurity and privacy protections, including addressing gaps uncovered in critical incidents. This may include identity, credential, and access management, as well as moving towards a “zero trust” architecture – while maintaining the capabilities and performance that agencies need to deliver modern services and succeed at their mission.
- **Public-facing digital services:** The Fund will support the creation or modernization of digital services with demonstrable benefits to increasing access and equity, reducing fraud, and improving service delivery. Many such services were highlighted in the Customer Experience Executive Order (E.O. 14058)².
- **Cross-Government collaboration / scalable services:** The Fund will support public-facing or agency-facing shared services, including technical infrastructure that can offer agency technology teams a scalable, secure foundation for the rapid creation and modernization of digital services across multiple Departments and Agencies.

IT modernization can generate significant long-term cost savings and improvements in cybersecurity and service delivery, but agencies are not always able to fund the investments upfront. The TMF provides a central pool of working capital funding dedicated to IT modernization, and the Board provides a mechanism to prioritize, distribute, and oversee those resources to address the most urgent IT modernization projects across the Federal Government.

²<https://www.federalregister.gov/documents/2021/12/16/2021-27380/transforming-federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government>

The TMF strengthens the ability of the Federal Government to strategically prioritize investments across the Government, ensuring the TMF supports projects with the greatest Government-wide impact. The Board evaluates and prioritizes agencies' investment proposals according to criteria established by the Board. The criteria include the risks of continuing to operate the legacy IT system, the capacity to reuse the modernized platform, improved user experience and service delivery, and potential cost savings. GSA assists in the evaluation of proposals and ongoing monitoring of projects receiving TMF funds.

The TMF provides up-front funding for modernization investments that agencies will repay (in full or in part) over a period of up to five years unless otherwise approved or altered by GSA and OMB. This enables agencies to amortize non-recurring up-front costs and more appropriately plan for retirement, replacement, and modernization of legacy systems. The TMF Board makes an investment and funding recommendation for the entire project; however, funding for all projects is incremental and each transfer is tied to the completion of agreed-upon, outcome-based milestones. The funding for the entire project is then set aside to ensure availability for subsequent phases through completion. This approach ensures that agencies employ agile project and development techniques, to prevent sunk costs and focus on project success.

In addition to providing agencies with a financing solution, the TMF also allows GSA and OMB to serve as a strategic investor that brings both funding and technical expertise to agencies allowing them to scale solutions more quickly. By pooling resources and expertise together, the TMF is able to facilitate collaboration between agencies and serve as a catalyst for change. For example, the TMF created a Zero-Trust cohort after awarding funding to three agencies to implement the Zero-Trust security framework within their IT environments. This cohort meets regularly to share findings and leverage best practices to accelerate improvements to the Government's security posture. By continuing to fund the TMF at the requested level, Congress, GSA, and OMB can create more opportunities to create shared learning environments between different parts of the Federal Government to address common IT challenges.

OMB and the TMF PMO continuously work with agencies to identify additional high-return, high-impact proposals for Board consideration, and there is a strong interest across Government to accelerate modernization and cybersecurity work via up-front funding through the TMF. Detailed information about each project the TMF Board has awarded, including funds transfers and project status, are available on the TMF website, <https://tmf.cio.gov>.

Projects Approved by the Board	Project
FY 2018 Projects	Allocations
US Department of Energy	
Enterprise Cloud E-Mail	\$2,436
US Department of Agriculture	
Farmers.gov Customer Experience Portal	\$4,000
US Department of Housing and Urban Development	
Mainframe Migration	\$13,850
FY 2018 Projects Subtotal	\$20,286
Projects Approved by the Board	Project
FY 2019 Projects	Allocations
US Department of Labor	
Labor Certificate Processing Modernization	\$3,500
US General Services Administration	
Application Modernization	\$9,817
US Department of Agriculture	
Infrastructure Optimization and Cloud Adoption	\$500
US General Services Administration	
NewPay Implementation	\$7,317
FY 2019 Projects Subtotal	\$21,134
Projects Approved by the Board	Project
FY 2020 Projects	Allocations
Equal Employment Opportunity Commission	
Charge and Case Management Modernization	\$4,000
US Department of Agriculture	
Specialty Crops	\$8,000
Department of Homeland Security	
Customs and Border Protection ACE Collections	\$15,000
FY 2020 Projects Subtotal	\$27,000
No New Projects in FY 2021	
	Project
FY 2022 Projects	Allocations
US Department of Labor	
Data Modernization	\$9,600
FY 2022 Projects Subtotal	\$9,600
Grand Total FY 2018 - FY 2022	\$78,020 ³

³ Detailed information about each project the TMF Board has awarded, including funds transfers and project status, are available on the TMF website, <https://tmf.cio.gov>.

American Rescue Plan Act	
Projects Approved by the Board	Project
FY 2022 Projects	Allocations
Classified Proposal*	
US General Services Administration	
GSA MAX.gov	\$ 14,500
US General Services Administration	
GSA Advancing Zero Trust	\$ 29,802
US General Services Administration	
GSA Log.in gov	\$ 187,050
US Department of Homeland Security	
Southwestern Border	\$ 50,000
US Department of Office of Personnel	
Zero Trust Networking	\$ 9,900
US Department of Education	
Zero Trust Architecture	\$ 20,000
U.S. Postal Regulatory Commission	
IT Modernization	\$ 2,645
U.S. Selective Service System	
Registration and Verification Modernization	\$ 5,989
Total	\$ 319,886

*Details on classified projects are not included. If you have questions about a classified project, please contact tmf@gsa.gov.

4

Program Financing

The TMF provides up-front funding to agencies through transfers of budget authority from the TMF to the receiving agency. The Fund invests in a diverse portfolio of projects having varying levels of repayment flexibility. The expenses of the GSA TMF PMO, which executes the responsibilities of GSA including TMF Board support, are funded through the available fund balance.

GSA works with the Board and OMB to continuously monitor ongoing spend while evaluating and adjusting the reimbursement model as needed on an annual basis. Through this process, GSA ensures the solvency of the Fund. Agencies receive funding from the TMF in increments and repay the TMF per a written agreement between GSA and the agency. This unique structure provides agencies with additional flexibility to pursue important modernization and cybersecurity projects.

⁴ Detailed information about each project the TMF Board has awarded, including funds transfers and project status, are available on the TMF website, <https://tmf.cio.gov>.

The TMF PMO is requesting \$300 million in FY 2023, an increase of \$275 million over the FY 2022 annualized CR level, to accelerate Government-wide IT modernization efforts, meet a significant increase in demand for investment from agencies, support active projects, and the associated program management and project oversight.

Amounts Available for Obligation

(Dollars in Thousands)

Resources:	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
Available from prior year	\$ 86,563	\$ 121,298	\$ 114,421
Appropriation	\$ 25,000	\$ 25,000	\$ 300,000
Return of Unused Funds	\$ 9,669	\$ 1,308	\$ -
Offsetting Collections	\$ 7,091	\$ 15,634	\$ 38,964
Total Resources Available	\$ 128,323	\$ 163,240	\$ 453,385
PMO Obligations	\$ (805)	\$ (4,219)	\$ (6,259)
Transfer Out for Modernization Projects	\$ (6,220)	\$ (44,600)	\$ (233,000)
Fund Balance	\$ 121,298	\$ 114,421	\$ 214,126

Note: Total Resources Available and Fund Balances include amounts committed to approved projects in the outyears but are reflected here as they contribute to the current balances.

American Rescue Plan Act 2021 - 2025	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
Resources:			
Available from prior year	\$ -	\$ 1,000,000	\$ 515,492
Appropriation	\$ 1,000,000	\$ -	\$ -
Total Resources Available	\$ 1,000,000	\$ 1,000,000	\$ 515,492
Transfer Out for Modernization Projects		\$ (484,508)	\$ (402,785)
Fund Balance	\$ 1,000,000	\$ 515,492	\$ 112,707

Note: \$1 billion was appropriated in the American Rescue Plan Act of 2021 (P.L. 117-2).

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2021 Actual	FTE	FY 2022 Annualized C.R.	FTE	FY 2023 Request
	2	\$ 25,000	18	\$ 25,000	25	\$ 300,000
Program Changes:						
Personnel Increase from Program Expansion					7	\$ 1,760
Non-Personnel Cost Increase due to Program Expansion						\$ 280
Increase of Transfers to Modernization Projects						\$ 272,960
Subtotal, Program Changes					7	\$ 275,000
Total Adjustments					7	\$ 275,000

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
11.1 Full-time, permanent	\$ 464	\$ 2,592	\$ 3,896
11.3 Other than full-time permanent	\$ 7	\$ -	\$ -
11.5 Other personnel compensation	\$ 9	\$ 52	\$ 78
12.1 Civilian personnel benefits	\$ 157	\$ 855	\$ 1,286
21.0 Travel and transportation of persons	\$ -	\$ 32	\$ 40
25.3 Other goods & services from Federal sources	\$ 168	\$ 680	\$ 950
26.0 Supplies and materials	\$ -	\$ 8	\$ 10
94.0 Financial transfers	\$ -	\$ 44,600	\$ 233,000
99.0 Obligations, Appropriated (Annual)	\$ 805	\$ 48,819	\$ 239,259
Subtotal, PC&B	\$ 637	\$ 3,499	\$ 5,259
Subtotal, Non-labor	\$ 168	\$ 45,320	\$ 234,000
ARP Transfers	\$ -	\$ 484,508	\$ 402,785
Net Outlays	\$ (6,280)	\$ 479,000	\$ 378,000

U.S. General Services Administration

ELECTRIC VEHICLES FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	2
Program Description	2
Program Financing.....	2
Summary of the Request	2
Amounts Available for Transfer	3
Explanation of Changes, Appropriated Dollars	4
Obligations by Object Classification	4

Appropriations Language

There is appropriated to the General Services Administration (GSA) \$300,000,000, to remain available until expended, for the purchase of zero emission passenger motor vehicles and supporting charging or fueling infrastructure, notwithstanding 42 U.S.C. 13212(c) and in addition to amounts otherwise available for such purposes: Provided, That amounts available under this heading may be transferred to and merged with appropriations at other Federal agencies, at the discretion of the Administrator, for carrying out the purposes under this heading, including for the procurement of charging infrastructure for the U.S. Postal Service.

Program Description

The Electric Vehicles Fund (EVF) enables the U.S. General Services Administration (GSA) to support the Administration's goal of electrifying the Federal fleet by providing the mechanism for GSA to procure zero emission vehicles and the associated charging infrastructure on behalf of Federal agencies.

Program Financing

The funds appropriated will be transferred and merged with the funds of Federal agencies, such as the Acquisition Services Fund and other agency funds, at the discretion of the Administrator. The funds will be used to procure zero emission and electric vehicles and the associated charging infrastructure necessary for agencies to operate those zero emission vehicles (ZEV) and electric vehicles.

Summary of the Request

The President's FY 2023 Budget invests \$757 million for zero emission fleet vehicles and supporting charging or fueling infrastructure in the individual budgets of 19 Federal agencies to provide an immediate, clear, and stable source of demand to help accelerate American industrial capacity to produce clean vehicles and components. This includes \$300 million for the EVF at GSA to procure ZEVs and the associated charging infrastructure to support the Administration's goal of electrifying the Federal fleet.

Historically, the upfront acquisition cost of ZEVs is higher than that of similar conventionally fueled models, which has made it difficult for the Federal fleet to adopt electric vehicles and the associated infrastructure. This funding will allow the Federal Government to replace portions of its Fleet in a manner that would have a meaningful impact on the environment and transform the United States into a leadership position in electric vehicle manufacturing, creating good jobs across the country. GSA will use the provided funding for the additional upfront cost of zero emission vehicles on behalf of Federal leasing agencies, as well as fund the procurement and

installation of the charging infrastructure that is critical for agencies to operate zero emission and electric vehicles.

GSA will transfer and merge a portion of the funding with the Acquisition Services Fund to enable GSA to procure zero emission vehicles to replace fossil-fuel vehicles on an ongoing basis as zero emission vehicles become commercially available. Additionally, GSA may transfer and merge a portion of this appropriation to other Federal agency funds to enable those agencies to procure the charging infrastructure necessary for agencies to operate these zero emission vehicles.

Amounts Available for Transfer

(Dollars in Thousands)

	FY 2021 Enacted	FY 2022 C.R. Annualized	FY 2023 Request
Resources:			
Annual EVF Appropriation	\$ -	\$ -	\$ 300,000
Total Resources Available	\$ -	\$ -	\$ 300,000
Transfer Out for Electric Vehicles and Infrastructure	\$ -	\$ -	\$ (150,000)
Fund Balance	\$ -	\$ -	\$ 150,000

Explanation of Changes, Appropriated Dollars

(Dollars in Thousands)

	FTE	FY 2021 Enacted	FTE	FY 2022 C.R. Annualized	FTE	FY 2023 Request
	0	\$ -	0	\$ -	0	\$ 300,000
Program Changes:						
Electric Vehicles and Infrastructure						\$ 300,000
Subtotal, Program Changes					0	\$ 300,000
Total Adjustments					0	\$ 300,000

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021 Estimate	FY 2022 C.R. Annualized	FY 2023 Request
94.0 Financial Transfers.....	\$ -	\$ -	\$ 150,000
99.0 Obligations, Appropriated	\$ -	\$ -	\$ 150,000

U.S. General Services Administration
ASSET PROCEEDS AND SPACE MANAGEMENT FUND
Fiscal Year 2023 Congressional Justification
CONTENTS

Appropriations Language	2
Appropriations Language Explanation.....	2
Program Description	2
Amounts Available for Obligation	3
Explanation of Changes	3
Summary of the Request	4
Program Financing.....	4
Obligations by Object Classification	5

Appropriations Language

For carrying out section 16(b) of the Federal Assets Sale and Transfer Act of 2016 (40 U.S.C. 1303 note), \$16,000,000, to remain available until expended.

Appropriations Language Explanation

This appropriation language provides funding to the Asset Proceeds and Space Management Fund (APSMF) for the approved implementation of the recommendations made by the Public Buildings Reform Board (PBRB) consistent with P.L. 114-287.

Program Description

This activity provides for the purposes of carrying out actions pursuant to PBRB recommendations for civilian real property. In addition, amounts received from the sale of any civilian real property pursuant to a recommendation of PBRB are available, as provided in appropriations Acts. The Federal Asset Sales and Transfer Act authorized uses include co-location, redevelopment, reconfiguration of space, disposal, covering costs associated with sales transactions, acquiring land, construction, constructing replacement facilities, conducting advance planning and design as may be required to transfer functions from a Federal asset or property to another Federal civilian property, and other actions recommended by the PBRB for Federal agencies.

*U.S General Services Administration
Asset Proceeds and Space Management Fund*

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Resources:			
Fund Balance	\$ 30,000	\$ 32,758	\$ 44,178
Appropriation	\$ 16,000	\$ 16,000	\$ 16,000
Retention of Proceeds (Sale of Real Property)	\$ -	\$ -	\$ -
Subtotal, Revenue	\$ -	\$ -	\$ -
Total Resources Available	\$ 46,000	\$ 48,758	\$ 60,178
Total Obligations	\$ 13,242	\$ 4,580	\$ 16,000
Fund Balance	\$ 32,758	\$ 44,178	\$ 44,178

Note: FY 2022 obligations include obligations against prior-year authority.

Explanation of Changes

(Dollars in Thousands)

	FTE	FY 2021 Actual	FTE	FY 2022 Annualized CR	FTE	FY 2023 Request
	-	\$16,000	-	\$ 16,000	-	\$ 16,000
Total Adjustments	-	\$ -	-	\$ -	-	\$ -

Summary of the Request

The FY 2023 request for the APSMF is \$16 million.

The APSMF will fund the implementation of the recommended actions of PBRB, subject to approval of PBRB recommendations by the Office of Management and Budget (OMB). PBRB will identify opportunities for cost savings and deficit reduction by minimizing the Federal Government's inventory of civilian real property.

The APSMF will fund the execution of actions recommended by the PBRB and approved by OMB in accordance with the enacted Federal Asset Sales and Transfer Act. Action includes efforts to consolidate the footprint and maximize the utilization rate of Federal buildings and facilities, reduce the reliance on leased space, sell or redevelop high-value assets that are under-utilized to obtain the highest and best value for the taxpayer, reduce operating and maintenance costs, reduce redundancy, and facilitate and expedite the sale or disposal of unneeded Federal civilian properties.

Program Financing

The corpus of the APSMF was established with appropriations in FY 2018, and the Administration is seeking further appropriations in FY 2023. The proposed language provides that appropriated funds will be available until expended to finance real property projects recommended by PBRB and approved by OMB. The APSMF is also authorized under the Federal Assets Sale and Transfer Act to collect the sales proceeds from the disposal of civilian real property pursuant to OMB's approval of PBRB's recommendations. Those amounts presently may be used in future fiscal years only when authorized by Congress.

To complete the execution of the approved projects, the disposing agency may fund the project directly or the APSMF may fund the project. For projects funded by the APSMF, the APSMF may enter into reimbursable agreements with GSA or occupant agencies.

*U.S General Services Administration
Asset Proceeds and Space Management Fund*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
24.0 Printing and reproduction.....	\$ 82	\$ 200	\$ -
25.1 Advisory and assistance services.....	\$ 13,062	\$ 4,380	\$ -
25.2 Other services from non-Federal sources.....	\$ 97	\$ -	\$ -
25.4 Operation and maintenance of facilities.....	\$ 1	\$ -	\$ -
94.0 Financial Transfers.....	\$ -		\$ 16,000
99.0 Obligations, Appropriated	\$ 13,242	\$ 4,580	\$ 16,000

Note: FY 2022 obligations include obligations against prior-year authority.

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration

ALLOWANCES AND OFFICE STAFF FOR FORMER PRESIDENTS

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	2
Program Description	2
Summary of the Request	2
FY 2023 Explanation of Changes.....	2
Amount Available for Obligation	3
Obligations by Object Classification	4
FY 2023 Budget Request by Former President.....	5

*U.S. General Services Administration
Allowances and Office Staff for Former Presidents*

Appropriations Language

*For carrying out the provisions of the Act of August 25, 1958, as amended (3 U.S.C. 102 note) and Public Law 95-138, **\$5,200,000.***

Program Description

This appropriation provides pensions, office staff, and related expenses for former Presidents Jimmy Carter, William Clinton, George W. Bush, Barack Obama, and Donald Trump.

Summary of the Request

The fiscal year (FY) 2023 proposed budget provides a total of \$5.2 million for the annual pensions of the former presidents and compensation of their office staff and related expenses. GSA has a statutory requirement to support these activities under the Former Presidents Act of 1958 as amended (3 U.S.C. § 102 note).

FY 2023 Explanation of Changes

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
	\$ 4,400	\$ 5,000	\$ 5,200
Program Increases:			
Increase for Former President Trump			\$ 140
Increases for Former President Clinton			\$ 53
Increases for Former President Carter			\$ 7
Program Decreases:			
Total Adjustments			\$ 200

The FY 2023 budget request includes an increase of \$200 thousand, a 4 percent increase from the FY 2022 C.R. annualized level. The increase is due to lease expirations, additional cleaning service needs, a small increase to our Working Capital Fund bill, and an anticipated increase in retirement benefits.

U.S. General Services Administration
Allowances and Office Staff for the Former Presidents

Amount Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
<hr/>			
Discretionary authority:			
Annual appropriation	\$ 4,400	\$ 5,000	\$ 5,200
Unobligated balance, rescinded.....	\$ -	\$ -	\$ -
Unobligated balance, sequestered.....	\$ -	\$ -	\$ -
Expired Unobligated balance, end of year.....	\$ (382)	\$ -	\$ -
Total, obligations.....	\$ 4,018	\$ 5,000	\$ 5,200
<i>Net Outlays</i>	\$ 3,839	\$ 4,950	\$ 5,148

U.S. General Services Administration
Allowances and Office Staff for Former Presidents

Obligations by Object Classification

(Dollars in Thousands)

		FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
11.1	Full-time permanent	\$ -	\$ -	\$ -
11.3	Other than full-time permanent	\$ -	\$ -	\$ -
11.5	Other personnel compensation	\$ -	\$ -	\$ -
11.8	Special personnel services payments	\$ 286	\$ 452	\$ 429
12.1	Civilian personnel benefits	\$ 227	\$ 499	\$ 512
13.0	Benefits for former personnel	\$ 1,099	\$ 1,182	\$ 1,207
21.0	Travel and transportation of persons	\$ 1	\$ -	\$ -
22.0	Transportation of things	\$ -	\$ -	\$ -
23.1	Rental payments to GSA	\$ 1,702	\$ 1,995	\$ 2,290
23.2	Rental payments to others	\$ 6	\$ -	\$ -
23.3	Communications and utilities	\$ 114	\$ 216	\$ 217
24.0	Printing and reproduction	\$ 18	\$ 32	\$ 32
25.1	Advisory and assistance services	\$ 96	\$ 216	\$ 145
25.2	Other services from non-Federal sources	\$ -	\$ -	\$ -
25.3	Other goods & services from Federal sources	\$ 318	\$ 162	\$ 174
25.4	Operation and maintenance of facilities	\$ 1	\$ 40	\$ -
25.6	Medical care	\$ -	\$ -	\$ -
25.7	Operation and maintenance of equipment	\$ 45	\$ 57	\$ 56
26.0	Supplies and materials	\$ 14	\$ 51	\$ 51
31.0	Equipment	\$ 91	\$ 97	\$ 86
43.0	Interest and dividends	\$ -	\$ -	\$ -
44.0	Refunds	\$ -	\$ -	\$ -
99.0	Obligations, Appropriated (Annual)	\$ 4,018	\$ 5,000	\$ 5,200
	<i>Subtotal, PC&B</i>	<i>\$ 1,612</i>	<i>\$ 2,133</i>	<i>\$ 2,148</i>
	<i>Subtotal, Non-labor</i>	<i>\$ 2,406</i>	<i>\$ 2,867</i>	<i>\$ 3,053</i>

U.S. General Services Administration
Allowances and Office Staff for the Former Presidents

FY 2023 Budget Request by Former President

(Dollars in Thousands)

	CARTER	CLINTON	G W BUSH	OBAMA	TRUMP	TOTAL
Personnel Compensation	\$ -	\$ 96	\$ 96	\$ 96	\$ 141	\$ 429
Personnel Benefits	\$ -	\$ 123	\$ 125	\$ 125	\$ 139	\$ 512
Pensions for Former Presidents	\$ 230	\$ 249	\$ 249	\$ 249	\$ 230	\$ 1,207
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rental Payments to GSA	\$ 118	\$ 660	\$ 542	\$ 565	\$ 406	\$ 2,290
Communications, Utilities, and Misc	\$ 17	\$ 1	\$ 124	\$ 40	\$ 35	\$ 217
Printing	\$ 5	\$ 17	\$ 5	\$ -	\$ 5	\$ 32
Other Services	\$ 124	\$ 92	\$ 40	\$ 62	\$ 58	\$ 375
Supplies	\$ 2	\$ 7	\$ 20	\$ 11	\$ 11	\$ 51
Equipment	\$ -	\$ 26	\$ 9	\$ 36	\$ 15	\$ 86
FY 2023	\$ 496	\$ 1,271	\$ 1,210	\$ 1,184	\$ 1,040	\$ 5,200

*Personnel Compensation and Benefits for former President Carter are provided by contract support categorized under 'Other Services'.

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration
CIVILIAN BOARD OF CONTRACT APPEALS
Fiscal Year 2023 Congressional Justification
CONTENTS

Appropriations Language	2
Background.....	2
Program Description	3
Amounts Available for Obligation	4
Explanation of Changes, Appropriated Dollars and FTE	5
Summary of the Request	5
Obligations by Object Classification	6

Appropriations Language

For expenses authorized by law, not otherwise provided for, for the activities associated with the Civilian Board of Contract Appeals, \$10,352,000, of which \$2,000,000 shall remain available until expended.

Background

In fiscal year (FY) 2023, the Civilian Board of Contract Appeals (CBCA), an independent tribunal housed within the General Services Administration (GSA), continues to have a separate appropriation from GSA's Operating Expenses appropriation. This separate appropriation reflects the independent nature of the CBCA and increases transparency to Congress and stakeholders by providing additional detail about the CBCA appropriation.

Because of the continuing effects of the COVID-19 pandemic, the CBCA is following the guidance of GSA in delaying resumption of on-site operations until the beginning of the third quarter of FY 2022. Therefore, the CBCA expects that FY 2023 will be the first fiscal year in which its expenditures will fully reflect normal operations. The requested appropriation for FY 2023 of \$10,352 thousand includes anticipated increases in the CBCA's expenses for salaries, benefits, awards, rent, security services, GSA's Working Capital Fund, and other program costs. In recent years, the Board had been able to meet its budget only due to the retirement of judges and support staff and reduction of services, such as the elimination of security guards during the pandemic while its offices were closed. The CBCA now anticipates hiring several judges and support personnel, however, to account for recent attrition and an increased workload. In addition, the CBCA must continue to address equipment maintenance requirements that had been deferred due to several years of reduced and stagnant funding. Finally, as the Board returns to in-person hearings, both in Washington, DC, and around the country, the CBCA expects to see a significant increase in the costs of travel and court reporting. We also have experienced and expect to continue to experience an increased workload resulting from the amendment to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). That amendment gave the CBCA additional responsibility to arbitrate certain Federal Emergency Management Agency (FEMA) disputes without reimbursement or additional funding. Since 2019, the CBCA has arbitrated a significant number of disputes under this new jurisdiction.

The CBCA requests that a portion of the appropriation (\$2,000 thousand) be available until expended to allow for the flexibility to carry forward resources to continue creation of its new, modernized case filing and tracking system that will better serve the needs of the Board and the parties who appear before it.

Program Description

The CBCA provides the prompt, efficient, and inexpensive resolution of various disputes involving Federal executive branch agencies. The CBCA adjudicates contract disputes under the Contract Disputes Act (CDA) between Government contractors and all civilian executive agencies other than the National Aeronautics and Space Administration (NASA), the United States Postal Service (USPS), the Postal Regulatory Commission (PRC), and the Tennessee Valley Authority (TVA). Resolving CDA disputes can be accomplished by holding a hearing, deciding on the record, or achieving settlement through alternative dispute resolution (ADR). To accomplish this, the CBCA judges will hold a hearing or engage in ADR in the CBCA's offices or they will travel, at the CBCA's expense, to a mutually agreed upon location.

The CBCA also hears and decides other types of cases, including cases arising under the Indian Self-Determination Act; disputes between insurance companies and the Department of Agriculture's Risk Management Agency involving actions of the Federal Crop Insurance Corporation; claims by Federal civilian employees from all executive branch agencies (including Department of Defense agencies) for reimbursement of expenses incurred while on official temporary duty travel or in connection with relocation to a new duty station; claims by carriers or freight forwarders involving actions of GSA regarding payment for transportation services; and applications by prevailing private parties for recovery of litigation costs under the Equal Access to Justice Act.

In 2018, Congress amended the Stafford Act, 42 U.S.C. 5189a(d), to authorize (without additional funding) the Board to arbitrate disputes between applicants and FEMA as to eligibility for public assistance (or repayment of past public assistance) for disasters after January 1, 2016, when the disputed amount exceeds \$500 thousand or, for an applicant in a rural area, is at least \$100 thousand. As a result, the CBCA continues to arbitrate disputes under this statute. The CBCA travels for these cases at its own expense.

Finally, the CBCA provides ADR services to executive agencies on matters not covered by the CDA. The CBCA provides ADR services on a reimbursable basis to the Department of Energy National Laboratories, the Federal Aviation Administration, the Smithsonian Institution, and FEMA for Hurricanes Katrina and Rita.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
Discretionary authority:			
Annual appropriation	\$ 9,301	\$ 9,301	\$ 10,352
Reimbursable authority:			
New authority	\$ -	\$ 50	\$ 50
Change in uncollected payments	\$ -		
Subtotal, reimbursable authority	\$ -	\$ 50	\$ 50
Appropriation's authority, expiring	\$ (84)	\$ -	\$ -
Unobligated balance, end of year	\$ (248)	\$ -	\$ -
Total, obligations	\$ 8,969	\$ 9,351	\$ 10,402
Obligations, appropriated (annual)	\$ 8,969	\$ 9,301	\$ 10,352
Obligations, reimbursable	\$ -	\$ 50	\$ 50
<i>Net Outlays</i>	\$ 9,064	\$ 9,208	\$ 10,249

Explanation of Changes, Appropriated Dollars and FTE

(Dollars in Thousands)

	FTE	FY 2021 Actual	FTE	FY 2022 Annualized C.R.	FTE	FY 2023 Request
	29	\$ 9,301	41	\$ 9,301	41	\$ 10,352

Program Increases:

Personnel Compensation and Benefits	\$ 574
Travel and Transportation	\$ 43
Rent	\$ 110
Communications and utilities	\$ (5)
Advisory and assistance services	\$ (20)
Contractual Services	\$ 199
Operation and maintenance of facilities	\$ 15
Operation and maintenance of equipment	\$ 15
Supplies, Materials, and Equipment	\$ 120
Subtotal, Program Increases	\$ 1,051

Program Decreases:

Subtotal, Program Decreases	
-----------------------------	--

Total Adjustments	\$ 1,051
--------------------------	-----------------

Summary of the Request

The FY 2023 budget provides \$10,352 thousand, of which \$2,000 thousand shall remain until expended, and 41 full time equivalent (FTE) for the CBCA. The budget also includes \$50 thousand in authority for reimbursable ADR services, in accordance with 5 U.S.C. § 573.

U.S. General Services Administration
Civilian Board of Contract Appeals

Obligations by Object Classification

(Dollars in Thousands)

		FY 2021 Actual	FY 2022 Annualized C.R.	FY 2023 Request
11.1	Full-time, permanent	\$ 4,264	\$ 4,419	\$ 4,851
11.3	Other than full-time permanent	\$ 217	\$ 226	\$ 231
11.5	Other personnel compensation	\$ 57	\$ 55	\$ 56
12.1	Civilian personnel benefits	\$ 1,426	\$ 1,400	\$ 1,536
21.0	Travel and transportation of persons	\$ 1	\$ 2	\$ 45
23.1	Rental payments to GSA	\$ 2,489	\$ 2,571	\$ 2,681
23.3	Communications and utilities	\$ 21	\$ 15	\$ 10
25.1	Advisory and assistance services	\$ 58	\$ 40	\$ 20
25.2	Other services from non-Federal sources	\$ 26	\$ 38	\$ 55
25.3	Other goods & services from Federal sources	\$ 345	\$ 420	\$ 602
25.4	Operation and maintenance of facilities	\$ -	\$ 10	\$ 25
25.7	Operation and maintenance of equipment	\$ 3	\$ 10	\$ 25
26.0	Supplies and materials	\$ 34	\$ 15	\$ 125
31.0	Equipment	\$ 28	\$ 80	\$ 90
99.0	Obligations, Appropriated (Annual)	\$ 8,969	\$ 9,301	\$ 10,352
	<i>Subtotal, PC&B</i>	<i>\$ 5,964</i>	<i>\$ 6,100</i>	<i>\$ 6,674</i>
	<i>Subtotal, Non-labor</i>	<i>\$ 3,005</i>	<i>\$ 3,201</i>	<i>\$ 3,678</i>
99.2	Obligations, Reimbursable	\$ -	\$ 50	\$ 50
99.9	Total obligations	\$ 8,969	\$ 9,351	\$ 10,402

Fiscal Year 2023 Budget Request

Table of Contents

Appropriations Language	1
Program Description	1
5-Year Appropriation History Table	2
Amounts Available for Obligation	3
Explanation of Changes, Appropriated Dollars, and FTE	4
Summary of Request.....	6
Obligations by Object Classification	7
FY 2023 Request	8
Business Component Justifications	12
Office of Audits.....	12
Office of Investigations.....	15
Office of Inspections	17
Executive Direction and Business Support Offices	19
FY 2023 Performance Plan	20

Appropriations Language

For necessary expenses of the Office of Inspector General and services as authorized by 5 U.S.C. 3109, \$74,583,000: *Provided*, That not to exceed \$3,000,000 shall be available for information technology enhancements related to implementing cloud services, improving security measures, and providing modern technology case management solutions:

Provided further, That not to exceed \$50,000 shall be available for payment for information and detection of fraud against the Government, including payment for recovery of stolen Government property: *Provided further*, That not to exceed \$2,500 shall be available for awards to employees of other Federal agencies and private citizens in recognition of efforts and initiatives resulting in enhanced Office of Inspector General effectiveness.

Program Description

This appropriation provides agency-wide audit, investigative, and inspection functions to identify and correct management and administrative deficiencies within the General Services Administration (GSA), including conditions for existing or potential instances of fraud, waste, and mismanagement. The audit function provides internal audit and contract audit services. Contract audits provide professional advice to GSA contracting officials on accounting and financial matters relative to the negotiation, award, administration, repricing, and settlement of contracts. Internal audits review and evaluate all facets of GSA operations and programs, test internal control systems, and develop information to improve operating efficiencies and enhance customer services. The investigative function provides for the detection and investigation of improper and illegal activities involving GSA programs, personnel, and operations. The inspection function supplements traditional audits and investigations by providing systematic and independent assessments of the design, implementation, and/or results of GSA's operations, programs, or policies.

U.S. General Services Administration
Office of Inspector General

5-Year Appropriation History Table

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Enacted	Enacted	Enacted	Full Year CR	Request
Request to Congress:	\$67,000,000	\$68,000,000	\$67,000,000	\$67,000,000	\$74,583,000
Appropriated:					
Annual Funds	\$65,000,000	\$65,000,000	\$67,000,000		
Rescissions					
Sequestration					
No-Year Funds					
Rescissions					
Total.....	\$65,000,000	\$65,000,000	\$67,000,000		

U.S. General Services Administration
Office of Inspector General

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Full Year CR	FY 2023 Request
Unobligated balance, start of year ¹	\$3,527	\$3,517	\$2,000
<i>Discretionary authority:</i>			
Appropriation (annual).....	\$67,000	\$67,000	\$74,583
Appropriation (no-year).....			
<i>Reimbursable authority:</i>			
Offsetting collections.....	\$600	\$600	\$600
Subtotal amount available for obligation	\$71,127	\$71,117	\$77,183
<i>Discretionary authority:</i>			
Unobligated balance, expiring.....	(\$773)	\$0	\$0
Unobligated balance, end of year.....	(\$3,517)	(\$2,000)	\$0
<i>Reimbursable authority:</i>			
Unobligated balance, expiring.....	(\$256)	\$0	\$0
Total obligations	\$66,581	\$69,117	\$77,183
Obligations, appropriated (annual).....	\$66,227	\$67,000	\$74,583
Obligations, appropriated (no-year).....	\$10	\$1,517	\$2,000
Obligations, reimbursable.....	\$344	\$600	\$600
Net outlays, appropriated.....	\$66,629	\$68,386	\$75,899

¹ Unobligated balance reflects no-year funds appropriated in FY 2014 through FY 2016.

U.S. General Services Administration
Office of Inspector General

Explanation of Changes, Appropriated Dollars, and FTE

(Dollars in Thousands)

	FTE	Budget Authority
2022 Full Year CR	294	\$ 67,000
2023 Request	<u>294</u>	<u>\$ 74,583</u>
Net Change.....	0	\$ 7,583

U.S. General Services Administration
Office of Inspector General

Maintaining Current Levels:

Personnel Compensations & Benefits Adjustments:

2021 Pay Increase (1.0%), Q1 FY 2022	\$	93
2022 Pay Increase (2.7%), Q2-Q4 FY 2022	\$	753
FY 2022 FERS Retirement Payments Increase (1.1% for Non-LEO, 1.8% for LEO)	\$	483
2022 Pay Increase (2.7%), Q1 FY 2023	\$	372
2023 Pay Increase (4.6%), Q2-Q4 FY 2023	\$	1,918

Subtotal, Maintaining Current Levels	\$	3,619
---	-----------	--------------

Program Initiatives:

Mission Critical IT Infrastructure Enhancements	\$	3,000
Integrated BWC and DEMS Solution	\$	200
Working Capital Fund Bill Increase	\$	98

Subtotal, Program Initiatives	\$	3,298
--------------------------------------	-----------	--------------

Program Increases:

Travel and Transportation	\$	500
Rent	\$	59
Contractual Services	\$	360

Subtotal, Program Increases	\$	919
------------------------------------	-----------	------------

Program Decreases:

Purchases of Services from Govt Accounts	\$	(128)
Equipment	\$	(125)

Subtotal, Program Decreases	\$	(253)
------------------------------------	-----------	--------------

Net Change.....	0	\$	7,583
------------------------	----------	-----------	--------------

Reimbursable Resources	3	\$	600
------------------------	---	----	-----

Summary of Request

The FY 2023 budget requests a total of **\$74,583 thousand** for the Office of Inspector General. This represents a net increase of **\$7,583 thousand** from the FY 2022 request and includes the following adjustments:

- \$93 thousand for 2021 pay increase (1.0%), Q1 FY 2022
- \$753 thousand for 2022 pay increase (2.7%), Q2-Q4 FY 2022
- \$483 thousand for FY 2022 FERS retirement payments increase (1.1% for non-LEO, 1.8% LEO)
- \$372 thousand for 2022 pay increase (2.7%), Q1 FY 2023
- \$1,918 thousand for 2023 pay increase (4.6%), Q2-Q4 FY 2023
- \$3,000 thousand for mission critical IT infrastructure enhancements
- \$200 thousand for integrated body-worn cameras (BWC) and digital evidence management system (DEMS) solution
- \$98 thousand for working capital fund bill increase
- \$500 thousand for travel and transportation increase
- \$59 thousand for rent increase
- \$360 thousand for contractual services increase
- \$128 thousand for purchases of services from government accounts *decrease*
- \$125 thousand for equipment *decrease*

Reimbursable Programs: The FY 2023 OIG reimbursable request includes **\$600 thousand** for the following reimbursable work: (1) \$350 thousand for the Fleet Card Program; and (2) \$250 thousand for on-going reimbursable work with other agencies and independent commissions.

FY 2023 Annual CIGIE Assessment (0.36% of \$74,583,000)	\$268,499
FY 2023 Annual Training Request: Certified by the Inspector General, (includes training travel)	\$725,000

U.S. General Services Administration
Office of Inspector General

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021	FY 2022	FY 2023
	Actual	Full Year CR	Request
11.1 Full-time permanent	\$34,645	\$34,965	\$37,506
11.3 Other than full-time permanent	\$822	\$206	\$215
11.5 Other personnel compensation	\$2,802	\$2,655	\$2,784
11.8 Special personal services payments	\$0	\$0	\$0
11.9 Total personnel compensation	\$38,269	\$37,826	\$40,505
12.1 Civilian personnel benefits	\$15,237	\$15,305	\$16,500
21.0 Travel and transportation of persons	\$472	\$700	\$1,200
22.0 Transportation of things	\$1	\$0	\$0
23.1 Rental payments to GSA	\$5,174	\$5,164	\$5,223
23.2 Rental payments to others	\$0	\$0	\$0
23.3 Communications, utilities and miscellaneous charges	\$350	\$350	\$350
24.0 Printing and reproduction	\$4	\$9	\$9
25.1 Advisory and assistance services	\$1,766	\$2,056	\$4,686
25.2 Other services	\$8	\$10	\$10
25.3 Purchases of goods and services from government accounts	\$3,246	\$3,670	\$3,640
25.4 Operation and maintenance of facilities	\$0	\$0	\$0
25.7 Operation and maintenance of equipment	\$1,280	\$1,300	\$1,300
26.0 Supplies and materials	\$59	\$100	\$100
31.0 Equipment	\$360	\$500	\$1,050
91.0 Unvouchered	\$1	\$10	\$10
99.0 Subtotal	\$66,227	\$67,000	\$74,583
99.0 Reimbursable obligations	\$344	\$600	\$600
99.9 Total Obligations	\$66,571	\$67,600	\$75,183

FY 2023 Request

For FY 2023, the General Services Administration (GSA) Office of Inspector General (OIG) requests \$74,583 thousand to execute our mission to detect and deter waste, fraud, abuse, and misconduct and to promote economy and efficiency in GSA's multibillion dollar programs and operations including contracts.

This requested funding level provides for no increase in staffing. It funds a mandated, government-wide increase in salary costs and provides funding to support critical information technology enhancements related to implementing cloud services, improving security measures, and providing modern technology case management solutions, and other technology enhancements.

The requested funds will enable us to sustain excellence in our oversight work. Our special agents continue to find and aggressively investigate cases of bribery, kickbacks and procurement fraud, including those featuring contractors that import foreign-made goods from prohibited countries and fraudulently sell them to the U.S. Government as being American-made or Trade Agreements Act (TAA) compliant.

For example, we led a multi-agency investigation that resulted in a guilty plea from Arthur Morgan, the owner and Chief Executive of Surveillance Equipment Group (SEG) and its division SEG Armor. Our investigation found that Morgan falsely certified that about \$650,000 worth of ballistic vests, helmets, and riot gear sold to the federal government were made in Hong Kong when they were, in fact, made in China. In another notable investigation, we uncovered a \$2.5 million kickback scheme involving a project manager employed by Schneider Electric Building America, Inc. and two subcontractors. Our work in this matter resulted in two criminal convictions as well as \$11 million in criminal restitution and civil settlement proceeds.

We also uncovered criminal procurement activity inside GSA. As a result of one investigation, Ronnie Simpkins, a former GSA Senior Contracting Officer, pleaded guilty to accepting cash and other items from a GSA schedule vendor in return for approving their contract and providing other favorable treatment.

We actively seek out inefficiencies and mismanagement. Our auditors found that GSA is failing to adequately manage and oversee the building services contracts at the Food and Drug Administration's (FDA) White Oak Campus in Silver Spring, Maryland. We found multiple issues, especially with the agency's oversight of the Energy Savings Performance Contract task order that provides operations and maintenance (O&M) building services on the campus. For example, GSA's Public Building Service (PBS) has paid the contractor more than \$205 million for unverified, and therefore unrealized, O&M cost savings. If the agency does not enforce requirements for the remaining 14 years of the task order, it risks paying over \$1 billion for O&M cost savings that will not be achieved. In turn, PBS is charging the FDA for overpriced services that are not being provided.

We also found underutilized motor vehicles in the federal fleet. Our Office of Inspections completed an evaluation which found that 90 percent of the 115 standard vehicles managed by GSA's National Capital Region were being driven far fewer miles than agency or government-wide regulations specify. As a consequence, GSA spent an estimated \$351,618 annually on these underutilized NCR vehicles and could save up to an estimated \$2.1 million over 6 years by reducing its fleet.

Our inspection of a high-risk GSA building found pervasive deficiencies in site security and security operations and administration. These deficiencies included significant problems with the closed circuit camera surveillance and intrusion detection systems, lax enforcement of physical security requirements and parking restrictions, unsecured restricted areas, a contract employee living in the building unbeknownst to the security guards on duty, prohibited substances on site, suspected on-duty marijuana use by a contract employee, inaccessible hazardous waste cleanup materials, and a faulty occupant emergency plan. The long standing issues found in our inspection compromise the security of the building, as well as the safety and security of its occupants, and expose the building, employees, and visitors to unnecessary risks.

Our audit of GSA's Transactional Data Reporting (TDR) Pilot found that, despite being in effect within GSA's Schedules Program for over 4 years, it has yet to accomplish its intended purpose of improving taxpayer value. Federal regulations require contract officers to conduct analysis to determine fair and reasonable pricing whenever acquiring a commercial product or service for the federal government. Since 2016, the agency's TDR pilot has required contractors to report their GSA contract transaction data to the agency monthly, but the data is inaccurate and agency contracting personnel are not using it to make acquisition decisions that affect pricing. This has resulted in contracting personnel relying on flawed pricing tools and methodologies that do not leverage the collective buying power of the government and do not ensure that prices reflect the lowest overall cost alternative to meet the government's needs.

Our oversight work also frequently examines security-related matters. A particularly concerning audit we completed recently found persistent problems in GSA's management of Personal Identity Verification (PIV) cards, which are used by federal and contract employees to access GSA buildings and information technology systems. In 2016, our inspectors reported several deficiencies in GSA's recovery and destruction of these cards. In November 2020, we issued an audit finding that the agency was unable to account for approximately 15,000 PIV cards issued to contract employees and failed to collect over half of the 445 PIV cards issued to those who failed their background checks. Poor management and oversight of these cards is a security risk because the cards can be used to gain unauthorized access to GSA buildings and information systems.

We describe these and other highlights of the work of our auditors, investigators, and inspectors in more detail later in this document.

Mission Critical IT Infrastructure Enhancements: The OIG requests \$3,000 thousand to support information technology enhancements related to implementing cloud services, improving security measures, and providing modern technology case management solutions.

Executive Order 14028: Improving the Nation's Cybersecurity, issued May 12, 2021 prioritizes resources for the adoption of cloud-based technologies. This supports the Office of Management and Budget (OMB) Federal Cloud Computing Strategy, issued on February 8, 2011, that requires agencies to adopt a "Cloud First" policy when contemplating IT purchases and evaluate secure, reliable, and cost-effective cloud computing alternatives when making new IT investments. The OIG is looking to migrate our network, systems, and infrastructure from the current on-premises configuration to a third party cloud-hosted platform. The implementation includes migrating email, calendar, individual and shared network drives, office suite applications, and collaboration tools to a cloud-hosted Software as a Service (SaaS) platform. It also includes establishing additional security tools as well as migrating support applications like asset management, mobile device management, the IT service desk, and the OIG internal Intranet portal.

We also must address a critical need for replacing case management systems used by our Audits and our Inspections oversight components. The current system will no longer be supported after 2023. Both the Office of Audits and the Office of Inspections use separate and independent versions of TeamMate for their case management system. While the two instances are similar, their requirements, workflow and reporting needs are different and unique to each organization. The developer of TeamMate has publicly announced that it will not support the current TeamMate version beyond 2023 and is transitioning to a TeamMate+ service in the cloud. TeamMate+ will not be FedRAMP compliant, and will therefore no longer be a viable solution for Federal agencies. The objective is to replace the existing TeamMate Case Management Systems with a web-based modern application that provides friendly user interfaces, modern IT features and compliance with federal government IT standards.

The OIG identified critical enhancements in 2021 and is requesting funding to make the necessary upgrades to modernize and safeguard the OIG IT infrastructure as well as meet Executive Branch direction. OIG previously notified Congress of the need to make these critical investments and is now requesting appropriations to implement the requirement.

Body-Worn Cameras and Digital Evidence Management System: The OIG requests \$200 thousand to support the acquisition of an integrated body-worn camera (BWC) and digital evidence management system (DEMS) solution for our special agents. This acquisition will promote transparency in our law enforcement operations and enable us to replace obsolete and failing video and audio system equipment.

Special agents in the Office of Investigations are sworn federal law enforcement officers with authority to carry firearms, execute search warrants, and make arrests for violations of

federal law. They regularly engage in investigative activities in the field, including surveillance and the execution of arrests and searches. These law enforcement operations may result in the use of force by assailants or special agents, as well as accusations of law enforcement misconduct. Outfitting our special agents with BWCs would aid after-the-fact investigations and demonstrate a commitment to accountability and transparency in these encounters.

The OIG seeks to incorporate a cloud-based digital evidence management system (DEMS) that would allow for the collection and storage of digital photographs, audio and video recordings, in addition to BWC footage.

The DEMS would allow case agents instant, secure access to these investigative materials, reducing the lead times and risk of loss associated with shipping hard drives and other removable media.

Working Capital Fund Bill Increase: The OIG requests \$98 thousand in funding due to the increase in the working capital fund (WCF) contribution that GSA seeks from the OIG; \$98 thousand represents a 4 percent increase from our FY 2022 WCF bill. We have been told the GSA Administrator is seeking to increase spending for cybersecurity and IT which will result in a corresponding increase in WCF rates beginning in FY 2023.

GSA OIG Business Component Justifications

Our major operational components—the Office of Audits, Office of Investigations, and Office of Inspections—share primary responsibility for overseeing GSA programs and operations. Increasingly, coordinated and joint efforts by the OIG’s offices are producing results that lead to program correction, savings, and successful prosecutions, some of which are noted below. While each component’s own activities well justify its cost, we are finding that often the combined efforts of our professional staffs add an important dimension to the OIG’s arsenal against misconduct and inefficiency. The appropriations for the OIG reflect a prudent investment in oversight of GSA activities.

Office of Audits

Program Description

The Office of Audits is an organization charged with overseeing GSA’s use of taxpayer dollars as GSA administers its programs and operations. The goal of our audits is to support GSA’s primary business lines—acquisition services and real property—while ensuring their integrity, economy, and efficiency. To that end, we balance our audit coverage between contract and internal audits to meet a number of needs and requirements as follows:

- Program audits provide GSA management with independent assessments and input on potential solutions to challenges.
- Information technology and systems audits evaluate whether GSA’s information systems are designed to enable efficient and effective operations, contain adequate systems controls, are properly secured, and meet user requirements.
- Regulatory audits evaluate whether GSA complies with applicable laws and regulations.
- Internal control audits test the controls built into GSA’s programs and systems to determine whether those controls are operating as intended and providing reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, and compliance with applicable laws and regulations.
- Contract audits examine selected contractors’ records and develop the financial information necessary for GSA contracting officers to negotiate favorable pricing arrangements on contract awards and administer existing contracts. These engagements include preaward and postaward examinations of Multiple Award Schedule contracts, as well as audits of construction claims, requests for equitable adjustment, and close-out audits.
- Audit oversight ensures independent public accountants comply with standards when performing the annual financial statements audit required under the 1990

U.S. General Services Administration
Office of Inspector General

Chief Financial Officer's Act and the independent evaluation of GSA's information security program and practices required under the Federal Information Security Modernization Act of 2014.

Our auditors provide extensive oversight of billions of dollars in contracts awarded by GSA for products, services, and real property. During Fiscal Year 2020, our audits recommended over \$151 million in cost avoidances and recoveries, which included over \$7.6 million from our construction contract audits.

The significant results achieved by this organization are illustrated by the audit reports that we issued in FY 2021. In addition to the TDR Pilot and PIV card reports highlighted above, in August 2021 we issued an audit report on GSA Public Buildings Service's (PBS's) COVID-19 communication and cleaning procedures to determine whether GSA: (1) notified building occupants of confirmed COVID-19 cases and (2) cleaned and disinfected impacted space in accordance with Centers for Disease Control and Prevention (CDC) and PBS guidance in order to limit exposure to and transmission of COVID-19 in buildings under its jurisdiction, custody, or control.

The audit found that GSA did not always take appropriate action to limit the risk of exposure to COVID-19 in its owned and leased facilities. We found that PBS did not always receive or provide timely notice of positive COVID-19 incidents in accordance with PBS's notification process. As a result, GSA could not take appropriate action to clean and disinfect affected space. Further, building occupants, contractors, and visitors may have unknowingly passed through space contaminated by individuals infected with COVID-19, and been at increased risk of exposure to and transmission of the disease.

In addition, GSA did not always provide contractors with the correct scope of work to conduct detailed cleaning and disinfection services. Also, GSA did not implement consistent inspection and quality assurance procedures for COVID-19 custodial services. For these reasons, GSA does not have assurance that contractors cleaned and disinfected space in accordance with CDC and PBS guidance.

Based on our audit finding, we made multiple recommendations to GSA. We recommended that GSA issue timely notification of all COVID-19 incidents in GSA-controlled facilities to all occupant agencies, contractors, and visitors; and maximize awareness of COVID-19 incidents in GSA-controlled facilities. We also recommended that GSA ensure inspection procedures and guidance are clear, concise, and include appropriate processes to conduct and document inspections for COVID-19 cleaning. Lastly, we recommended that GSA implement quality assurance procedures that ensure PBS's consistent oversight of the delivery of safe, efficient, and effective custodial services.

In May 2021, we issued an audit report on the PBS National Capital Region's (PBS NCR's) management and oversight of the building services contracts at the U.S. Food and Drug Administration's (FDA's) White Oak campus in Silver Spring, Maryland. We performed this audit after confirming the merits of a hotline complaint that identified deficiencies in contract administration at the campus. The objective of our audit was to determine whether PBS NCR was administering and managing the building services contracts at the FDA's White Oak campus in accordance with applicable regulations and policies.

We found that PBS NCR failed to manage and oversee building services at the FDA's White Oak campus. In particular, we found multiple issues with PBS NCR's management and oversight of the \$1.2 billion Energy Savings Performance Contract (ESPC) task order that provides operations and maintenance (O&M) building services on the campus.

Our audit report contained the following eight findings:

1. PBS NCR did not enforce requirements of the ESPC task order. As a result, PBS NCR has no assurance that the contract is achieving the guaranteed cost savings needed to fund the \$1.2 billion contract and is planning to pay for repairs that are the contractor's responsibility.
2. Due to mismanagement and lack of oversight of after-hours O&M services, PBS NCR charged FDA for overpriced services that were not being provided.
3. Security at the White Oak campus was impaired because PBS NCR did not ensure that security protocols were followed.
4. PBS NCR mismanaged fire, life, and safety services for the White Oak campus, placing the facilities and personnel at risk.
5. PBS NCR allowed employees to perform contracting officer's representative duties although they lacked the required certification.
6. PBS NCR improperly provided the contractor with the "right of first refusal" for all O&M work on the campus, undermining competition and pricing.
7. PBS NCR improperly destroyed contract file documentation, violating the Federal Records Act, the Federal Acquisition Regulation, and GSA policy.
8. PBS NCR did not provide a clean, sanitary, safe, and healthy space at the child care center due to unresolved performance issues with the custodial contractor.

Based on our findings, we made 12 recommendations to improve PBS NCR's oversight of the administration and management of the building services contracts at the FDA's White Oak campus. Among other things, we recommended that PBS NCR improve oversight of ESPC savings; withhold payment until the ESPC contractor is able to verify energy savings; and, renegotiate O&M services. We also recommended that PBS NCR conduct a risk assessment of security vulnerabilities; improve the oversight of the fire, life, and safety contract; remove the "right of first refusal" from task orders; properly handle contract documentation; and, identify contractors that can meet the clinical cleaning requirements needed at the child care center.

Office of Investigations

Program Description

The Office of Investigations is comprised of special agents with full statutory law enforcement authority: they make arrests, execute search warrants, serve subpoenas, and carry firearms. Allegations investigated by OIG special agents include bribery, kickbacks, extortion, public corruption, false claims, credit card fraud, theft, diversion of excess government property, counterfeit products, product substitution, false statements, and a variety of other fraud-related crimes and offenses.

The Office of Investigations has developed and implemented an investigative action plan which contains the following elements:

- Investigations of alleged criminal violations and civil fraud by contractors, employees, and others relating to GSA acquisition programs;
- Criminal investigations relating to the integrity of GSA programs, operations, and personnel;
- The development and implementation of proactive investigations which address systemic investigative issues that cross GSA regional boundaries; and
- Investigations of allegations of serious misconduct by high-ranking GSA officials.

Highlights of the Office's work in FY 2021 include the following:

GSA OIG special agents conducted a wide range of significant investigations affecting taxpayers and agencies across the government. For example, their successful pursuit of False Claims Act cases resulted in two significant settlements. Cognosante, LLC, agreed to pay the United States \$18.98 million to resolve allegations that it violated the False Claims Act by using unqualified labor and overcharging the Federal Government for services provided to government agencies under two GSA contracts. Additionally, Workrite Ergonomics, LLC, agreed to pay the United States over \$7.5 million to resolve allegations that they made false disclosures and statements, including false commercial sales price disclosures, and violated the Price Reduction Clause by failing to give required discounts to government customers. GSA OIG led these investigations in coordination with the Department of Justice and other law enforcement partners.

We continued our efforts to combat corruption in the procurement process. As mentioned above, one of our recent investigations found that over a 5-year period, a former senior project manager for Schneider Electric Building America, Inc. received more than \$2.5 million in kickbacks in exchange for awarding work to subcontractors under its federal

contracts. This scheme affected five contracts awarded by four separate agencies having a cumulative value at over \$240 million. The manager pled guilty and was sentenced to three years' probation and forfeiture of \$2.56 million. Additionally, the investigation found that Schneider fraudulently charged the government for design costs on energy savings performance contracts it was not eligible to receive. The company agreed to pay \$11 million to the federal government in combined criminal restitution and civil settlement proceeds. Two subcontractor executives who paid the kickbacks admitted their roles in the scheme. One of them was sentenced to eight months' incarceration, and required to pay a fine and restitution totaling over \$800,000.

In another investigation, we found that a former Project Manager, Elmer "Butch" Baker, who worked for Alutiiq International Solutions LLC, engaged in a kickback and fraud scheme on a U.S. government construction contract administered by GSA. Baker demanded kickbacks from Alutiiq's subcontractor, Capital Contracting, Inc., in the form of meals, golf sessions, vacations, and other things of value that equated to approximately 10 percent of the amount of each subcontract modification that he awarded to them. Additionally, he illegally inflated subcontract estimates received from Capital Contracting prior to submitting them to GSA. Over the course of several subcontract modifications, he defrauded GSA out of approximately \$1.25 million between 2015 and 2018. Baker pleaded guilty to conspiracy and wire fraud charges and was sentenced to 30 months' incarceration and ordered to forfeit \$309,000. Alutiiq entered into a non-prosecution agreement with the Department of Justice and paid over \$1.25 million to resolve the allegations.

Our bribery investigation involving former GSA contracting officer Ronnie Simpkins also demonstrated our commitment to ensuring integrity in federal contracting. Simpkins received a 21-month prison sentence after our investigation found he received cash, meals, and furniture totaling over \$12,000 from a GSA contractor in return for approving their contract and advising them on how to avoid contract cancellation despite failing to meet contractual requirements.

We achieved important results in addressing set-aside contract fraud, which deprives legitimate, disadvantaged businesses the opportunity to fairly compete for government business. Our work in this area was highlighted by our joint investigation of Eddie Lee and Shaun Froelich, the Chief Executive Officer and Chief Operating Officer of E-Corp, Inc. Lee and Froelich assumed control of Raveco Enterprise, Inc., and used its legitimate Service Disabled Veteran-Owned Small Business (SDVOSB) status as a front for the formation of a joint venture to fraudulently obtain over \$15 million in set-aside SDVOSB contracts they were ineligible to receive. Lee and Froelich falsely certified in GSA's System for Award Management (SAM), and to the VA, that Raveco and its veteran owner earned the majority of the profits and made all decisions involving the joint venture. Our investigation determined that Lee and Froelich excluded the veteran from all major business decisions, and provided false documentation to the Small Business Administration (SBA) related to the formation of the joint venture. Both Lee and Froelich pleaded guilty to major fraud for their participation in the scheme. Lee was sentenced to

two years' probation and ordered to pay \$52,500 in restitution. Froelich was sentenced to one year probation and ordered to pay \$105,000 in restitution.

In another set aside contract fraud investigation by GSA OIG and our partners, we found that Troy Bechtel, former Project Manager for United Medical Design Builders (UMDB), lied to investigators when questioned about UMDB's eligibility to receive SDVOSB set-aside contracts. The investigation determined UMDB fraudulently obtained \$45.7 million in U.S. Army Corps of Engineers SDVOSB set-aside construction contracts it was not eligible to receive. Bechtel was charged with major program fraud for his alleged role in the set-aside scheme, and making false statements to investigators. Bechtel pleaded guilty to the false statement charge and is currently awaiting sentencing.

Our investigators also play a major role in protecting the government's supply chain, pursuing those who sell counterfeit, non-conforming, and substandard products to agencies through GSA contracts. A GSA OIG-led joint investigation found that Arthur Morgan, owner and Chief Executive Officer of Surveillance Equipment Group (SEG) and its division SEG Armor, falsely certified that the ballistic vests, helmets, riot gear, and other items he offered for sale under his federal contract were from designated countries, specifically, Hong Kong and the United States. In fact, Morgan sourced items totaling approximately \$650,000 on at least 11 orders from China, in violation of the Trade Agreements Act (TAA), and he falsely certified they were made in TAA-compliant countries. During the execution of search warrants at Morgan's properties, agents recovered multiple firearms, ammunition, and high capacity magazines along with ballistic vests, plates, and helmets. At the time that Morgan possessed the firearms, ammunition, and body armor, he was a convicted felon prohibited from possessing firearms, ammunition, and ballistic armor. Morgan pleaded guilty to charges of wire fraud and being a prohibited person in possession of a firearm and is currently awaiting sentencing.

Office of Inspections

Program Description

The Office of Inspections is responsible for independently and objectively analyzing and evaluating GSA's programs and operations through management and programmatic inspections that are intended to provide insight into issues of concern to GSA, Congress, and the American public. The office also formulates, directs, and coordinates quality assurance for the OIG.

Inspections are systematic and independent assessments of the design, implementation, and results of GSA's operations, programs, and policies. Inspections may include an assessment of efficiency, effectiveness, impact, and sustainability.

In 2021, the Office of Inspections issued report JE21-001, *GSA's National Capital Region Internal Fleet is Underutilized*. GSA serves more than 75 federal agencies and departments, including GSA, by acquiring and assigning leased vehicles. GSA's Office of Administrative Services (OAS), Office of Workplace Management and Services is responsible for the acquisition, management, and removal of motor vehicles in its internal fleet. Federal regulation requires agencies to justify a full-time vehicle assignment and provides minimum mileage guidelines that agencies may use to justify their fleet.

Our evaluation found that over 99 percent of National Capital Region vehicles did not meet both federal and GSA minimum mileage guidelines. As a consequence, GSA spent an estimated \$351,618 annually on these underutilized vehicles in FY 2019.

The evaluation also revealed that OAS operated an Executive Driver Program at GSA Headquarters to transport Agency senior executives to and/or from GSA-related meetings and events in the Washington, D.C. area. Using readily available commercial transportation services, GSA could reduce the annual costs of the Executive Driver Program, and could put at least \$53,180 of funds to better use.

The Office of Inspections issued report JE21-002, *Evaluation of the General Services Administration's Use of an Ad Hoc Appraisal Process for an Executive*, found that then GSA Chief Human Capital Officer (CHCO) Antonia Harris and a GSA Office of General Counsel (OGC) supervisory attorney violated agency policy and failed to comply with basic due process principles that tainted an SES performance review, rating, and reassignment.

The evaluation found that Harris and the attorney circumvented the supervisor's role and responsibilities when they unilaterally pursued a misconduct review without the consent of the Executive's supervisor, failed to permit a reviewer from another agency to interview Executive, withheld exculpatory evidence from the reviewer, the SES Performance Review Board, and Administrator, and failed to maintain the objectivity of the reviewer. Further, the Executive was not notified of the entirety of the evidence provided to the reviewer, and was not permitted a meaningful opportunity to respond to the disciplinary reports when the Performance Review Board found misconduct based on a third-party agency's recommendation that did not comply with GSA's policy.

Our restricted report, *Facility Security Inspection of a High-Risk GSA Building*, JE21-003, was the culmination of a combined effort of the Offices of Inspection, Investigation, and Counsel. The inspection revealed pervasive deficiencies in site security and security operations and administration at the building, including significant problems with the closed circuit camera surveillance and intrusion detection systems, lax enforcement of physical security requirements and parking restrictions, unsecured restricted areas, a contract employee living in the building unbeknownst to the security guards on duty, prohibited substances on site, suspected on-duty marijuana use by a contract employee, inaccessible hazardous waste cleanup materials, and a faulty occupant emergency plan. Some of these issues, such as the problems with the closed circuit cameras and intrusion detection

systems, are long-standing. The OIG Office of Investigations notified GSA leadership in July 2020 of security camera issues, and in 2018, a security assessment conducted by another federal agency recommended that GSA implement and maintain an adequate intrusion detection system for the building.

The pervasive deficiencies found in our inspection compromise the security of the building, as well as the safety and security of its occupants, and expose the building, employees, and visitors to unnecessary risks. On August 16, 2021, after determining that the contract employee had been sleeping at the building for at least two weeks, the OIG notified the GSA Deputy Administrator and the Chief of Staff of this and two other issues identified during our second site visit, to enable the agency to take appropriate management action pending completion of fieldwork and issuance of our report. The building director responded and notified the inspection team on August 18, 2021, that the agency had taken corrective actions to resolve those three issues.

Executive Direction and Business Support Offices

Program Descriptions

Office of the Inspector General: The Inspector General (IG), Deputy Inspector General, Associate Inspector General, and their support staff supervise, coordinate, and provide policy and programmatic direction for all activities within the OIG, including audit, investigation, and inspection activities; Congressional affairs; and media relations. The IG recommends policies for and coordinates activities to promote economy and efficiency in the administration of and the prevention and detection of fraud and abuse in the programs and operations of GSA.

Office of Counsel: This office provides legal advice and assistance to all OIG components nationwide, represents the interests of the OIG in connection with audits and investigations and in litigation arising out of or affecting OIG operations, and advises on statutes and regulations and assists with legislative concerns. Counsel represents the OIG in personnel matters before administrative tribunals and provides support to U.S. Attorneys' Offices and the DOJ in False Claims Act and other litigation. The Office of Counsel also is responsible for the OIG's ethics, Freedom of Information Act, and Federal Acquisition Regulation mandatory disclosure programs.

Office of Administration: This office consists of a multidisciplinary staff that provides budgetary, human resources, information technology, facilities, contracting, and other administrative support and services to all OIG offices. The Office of Administration is responsible for providing the technical, financial, and administrative infrastructure to the OIG.

FY 2023 Performance Plan

The OIG's strategic plan aligns with our statutory reporting requirements in the Semiannual Report to the Congress (SAR). We provide our annual performance in the SAR that is published shortly after the end of each fiscal year.

Strategic Goal No. 1: Protect taxpayer dollars by promoting the economy, efficiency, and effectiveness of GSA programs and operations.

Discussion

The OIG's audits, inspections, and investigations support GSA operations by identifying mismanagement and control weaknesses; assisting contracting officers in achieving the best prices for goods and services; identifying non-compliance with statutes, regulations, and contract terms; suggesting ways to mitigate management control weaknesses and other systemic problems; and recommending or seeking recoveries of funds owed to the government. Audits, inspections, and investigations are performed in response to indications of possible deficiencies and requests for assistance from GSA personnel and Congress. The OIG advises GSA management of identified opportunities to increase the economy, efficiency, and effectiveness of GSA's programs and operations.

Performance Goals:

- *Identify potential savings and efficiencies in GSA contracts and programs.*
- *Seek recoveries of monies owed the United States.*
- *Provide audit, inspection, investigation, and other reports and memoranda that enable agency management to make improvements in agency operations.*

Performance Measures:

- *Dollar value of civil, criminal, and administrative monetary accomplishments.*
- *Financial impact identified in audit reports and memoranda issued.*
- *Program impact identified in audit reports and memoranda.*
- *Program impact identified in inspection reports and memoranda.*

Strategic Goal No. 2: Prevent and detect fraud and abuse in GSA programs and operations.

Discussion

The OIG uses information from its audits, investigations, and inspections to suggest ways GSA can mitigate problems that could allow fraud and or abuse to occur. The OIG detects potential fraud and other criminal conduct, and refers potential fraud cases to the Department of Justice. The OIG will provide information to GSA relevant to administrative actions and potential debarments.

Performance Goals:

- *Investigate allegations indicating violations of statutes, regulations, and policies.*
- *Seek Department of Justice involvement in potential fraud cases.*
- *Refer contractors to GSA officials for suspension and debarment where their level of responsibility poses a risk to federal government customers.*
- *Provide agency management with information necessary to take personnel and other administrative actions.*

Performance Measures:

- *Number of criminal referrals, acceptances, and convictions.*
- *Number of civil referrals, acceptances, and resolutions.*

OIG Strategic Goal No. 3: Focus on high-risk and high-impact areas.

Discussion

The OIG will focus its audit, inspection, and investigation resources on issues with potentially significant impact on GSA programs and operations; assist GSA management in ensuring the integrity of high-dollar and high-priority programs and procurements; and recommend to GSA any necessary programmatic changes to ensure process efficiency and achievement of the agency's mission and goals. By focusing on high-risk areas, the OIG should achieve greater monetary savings for GSA.

Performance Goals:

- *Perform audits of GSA contracts, programs, and systems that present the most significant management challenges, high-risk areas, cybersecurity vulnerabilities, and opportunities for improvement.*

- *Perform inspections of high priority and high visibility GSA programs and activities that present significant risks to GSA and its stakeholders.*
- *Devote investigative resources to potentially significant government losses and serious breaches of the integrity of agency programs and operations.*

Performance Measures:

- *Percent of audit resources focused on high-priority areas, including management challenges and support of False Claims qui tam and other civil prosecution cases.*
- *Percent of inspection resources focused on high-priority assignments that impact GSA or the Federal Government.*
- *Percent of investigative resources focused on fraud and other high-priority cases.*

U.S. General Services Administration

ACQUISITION SERVICES FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

Program Financing.....	2
Federal Acquisition Service.....	2
Supporting Administration Priorities	4
FAS Priorities.....	7
COVID-19 Pandemic Impact.....	13
Summary of Request	13
Explanation of Changes.....	15
Obligations by Object Classification	16
Summary of Results of Operations.....	17
Results of Operations by Program	19
FTE by Portfolio, Initiative, and Integrator Office	23
FAS Portfolio and Integrator Initiatives	24
Assisted Acquisition Services	24
Office of General Supplies and Services Categories	25
Information Technology Category.....	29
Professional Services and Human Capital Categories.....	34
Technology Transformation Services	37
Travel, Transportation and Logistics Categories.....	42
The Office of Systems Management.....	46
FAS Integrators	50

Program Financing

The Acquisition Services Fund (ASF) is a full-cost-recovery revolving fund financing a majority of the Federal Acquisition Service's (FAS) operations. FAS also includes organizations that are funded out of the Operating Expense appropriation, the Transportation Audits warrant, and the Federal Citizen Services Fund (FCSF). The ASF provides for the acquisition of information technology (IT) solutions, telecommunications, motor vehicles, supplies, and a wide range of goods and services for Federal agencies. This fund recovers costs through fees charged to Federal agencies for services rendered and commodities provided.

The ASF is authorized by section 321 of title 40, U.S. Code, which requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. The ASF is authorized to retain earnings to cover these costs, such as replacing fleet vehicles, maintaining supply inventories adequate for customer needs, and funding anticipated operating needs specified by the Cost and Capital Plan.

Federal Acquisition Service

The mission of the Federal Acquisition Service (FAS) is to:

Provide an exceptional customer experience by delivering best value goods and services through an increasingly digital environment.

The FAS mission reflects a commitment to delivering service, innovation, and value through efficient operations, market expertise, and proactive partnerships with both customer agencies and private sector vendors. FAS accomplishes this mission by providing solutions to partner agencies through six business portfolios helping agencies buy smarter and achieve administrative cost savings throughout the Government.

In order to better carry out this mission, FAS works to improve tools and systems for agency buyers and suppliers by:

- Providing more access to data and information
- Streamlining the ordering process
- Improving acquisition solutions and contracts
- Creating centers of expertise on the products and services FAS provides

In addition, FAS is identifying ways to provide more centralized services and platforms for agency partners.

FAS tailors its current offerings to help partner agencies improve transparency, increase competition, and reduce duplication to minimize administrative costs so the agencies can focus on mission-critical activities.

The ASF currently funds six business portfolios and one strategic initiative within FAS:

Assisted Acquisition Services (AAS) - assists agencies in making informed procurement decisions and serves as a center of acquisition excellence for the Federal community. AAS provides acquisition, technical, and project management services related to information technology and professional services at best value.

Office of General Supplies and Services Categories (GS&S) - provides partner agencies with general products such as furniture, office supplies, and hardware products. GS&S centralizes acquisitions on behalf of the Government to strategically procure goods and services at reduced costs while ensuring regulatory compliance for partner agency procurements. This portfolio also provides personal property disposal services to partner agencies, which are partially funded by the Operating Expenses appropriation.

Information Technology Category (ITC) - provides access to a wide range of commercial and custom IT products, hardware, software, telecommunications, and security services and solutions to Federal, state, and local agencies.

Professional Services & Human Capital Categories (PSHC) - provides Federal agencies with professional and human capital services contract solutions, including payment solutions through the GSA SmartPay® program.

Technology Transformation Services (TTS) - partners with Government agencies to transform the way they build, buy, and share technology by using modern methodologies and technologies to help Federal agencies improve the public's digital experience with the Government. TTS helps agencies make their services more accessible, efficient, and effective with modern applications, platforms, processes, personnel, and software solutions.

Travel, Transportation, and Logistics Categories (TTL) - provides partner agencies with travel, transportation, and relocation services; motor vehicle acquisition; and motor vehicle fleet leasing services.

Integrated Award Environment (IAE) - provides centralized technology to support a modernized Federal award environment. IAE provides a Government-wide service in collaboration with governance groups of interagency experts by providing technology solutions to manage the collection and display of standardized data that is critical to maintaining the integrity of Federal procurement and financial assistance awarding processes and navigating the Federal acquisition lifecycle.

Supporting Administration Priorities

FAS has a substantial role to play in supporting the Administration's priorities, one that will have a lasting impact on the communities it serves. FAS will continue to deliver best value products and services to enable its customers' missions and will continuously work to improve the overall experience for buyers and suppliers. In doing so, FAS will leverage its buying power, partnerships, and unique position across Government to drive socioeconomic impact, equity, and racial justice; drive nationwide policy on environmental protection; and drive the continued economic recovery and COVID response.

Climate Change - GSA is finalizing several strategic plans that will set its sustainability and climate adaptation priorities for the next several years.

The GSA Climate Change Risk Management Plan describes the steps GSA will take to develop a robust and resilient capacity to manage climate change risks and secure Federal real property and supply chain investments.

FAS will lead several high priority actions identified in the plan, including:

- Incorporating climate risk management into acquisitions for the most critical supplies and services at risk to disruption
- Implementing strategies and actions to mitigate climate risks to its inventory of leased vehicles
- Uncovering major climate risks by category and considering opportunities to incorporate climate adaptation considerations into Best-in-Class (BIC) criteria
- Working closely with customers and industry partners to ensure appropriate products/services are available to sustain mission-critical Federal operations.

The GSA Sustainability Plan will identify priority strategies and actions in major mission areas, including procurement and fleet management.

As outlined in this plan, FAS will lead several actions that support sustainability, climate adaptation, and environmental justice over the next several years, including:

- Expanding installation of telematic devices, supporting the Government's transition to zero-emission vehicles, and expanding installation of Electric Vehicle Supply Equipment (EVSE) at GSA facilities
- Reviewing all BIC contracts to ensure they contain the appropriate FAR clauses that support using hydrofluorocarbon (HFC) alternatives
- Proactively screening Government-wide contracts to incorporate appropriate sustainability requirements and encourage disclosure and reduction of greenhouse gas (GHG) emissions, where feasible
- Improving the accuracy of sustainable product designations on FAS e-commerce platforms
- Updating the resources and tools for the Federal acquisition workforce, such as the Green Procurement Compilation (GPC) and Framework for Managing Climate Risks to Federal Agency Supply Chains, to align with changes in Federal policies

Advancing Equity through the Federal Government - As the acquisition arm of the Federal Government, GSA remains uniquely positioned to connect the private sector with Federal agencies seeking to fulfill business needs, while focusing on efforts to advance equity in Federal procurement. GSA will continue to invest in its workforce, systems, and data to help meet Administration priorities.

Areas of focus include:

- Enhanced market research/intelligence into emerging markets
- Reducing barriers of entry for small businesses in Federal procurement (including Small Disadvantaged Businesses)
- Increased emphasis on training and support to increase small business opportunities for success
- Utilization of advanced data analytics to identify categories of spend that could be targeted for socio-economic opportunities

Evidence & Evaluation - FAS will be supporting the Administration's evidence and evaluation priorities by launching learning agenda priorities, in support of GSA's strategic goals.

In support of a modern, accessible, and streamlined marketplace connecting buyers to the suppliers and business solutions that meet their needs, FAS will be evaluating what strategies are most effective at increasing participation in procurement and contracting opportunities for underserved communities and small businesses.

Key evaluation priorities include:

- Barriers to procurement and contracting opportunities associated with the FAR
- Evidence-based changes that can be implemented and their potential effect
- Acquisition program or policy changes that can address and reduce administrative barriers for GSA customers, especially those that have a disproportionate impact on underserved communities
- The impact of a new preference program to expand procurement opportunities for underserved Communities

In support of a digital Government that delivers for the public through trusted, accessible and user-centered technologies, FAS will evaluate how GSA technology solutions support effective service delivery to the public, including resources from both the ASF and the Federal Citizen Services Fund which supports TTS.

Key evaluation priorities include:

- Identifying opportunities to improve access to Government-wide contracts and acquisition vehicles for small businesses and other disadvantaged groups
- Ensuring FAS websites and systems are accessible and comply with the IDEAct, which includes coming into compliance with the US Web Design System

In support of a Government that capitalizes on interagency knowledge sharing, collaboration and repeatable solutions to improve operations and deliver value for the American people, FAS will evaluate how to strengthen shared solutions to improve operations and deliver value for the American people.

Key evaluation priorities include:

- Techniques to encourage agencies to adopt centralized services and shared solutions
- Developing programs or policies that are effective at promoting the use of electric vehicles
- Changes in Federal travel policies and offerings that can best support the future of Federal work

Made in America - FAS and GSA are well positioned to support the Administration's goal to have Federal agencies buy more products made in the United States. In FY 2021, GSA, in conjunction with the OMB Made in America Office (MIAO), launched www.madeinamerica.gov, a public transparency website which displays non-availability procurement waiver submissions. By making such waivers public in a central location, domestic businesses can easily review the

requests and notify the Government if they are able to provide a solution that the Government was not previously aware of.

In FY 2022 and FY 2023, GSA will be supporting this priority and the Infrastructure Investment and Jobs Act (IIJAA) by:

- Developing a front-end Federal agency log-in application for agencies to enter both financial assistance and procurement waiver data
- Making publicly available days both financial assistance and procurement waivers
- Developing additional procurement waiver types, making enhancements and adding new functionalities to the MIAO reviewer portal (to include workflow capacity for both MIAO staff and Federal users), instituting data analytics and reporting, and making further enhancements to the public transparency site

IT Modernization & Cybersecurity - FAS is leading the way in IT Modernization & Cybersecurity for the Federal Government through its various internal investments in FAS systems and technology, as well as the services its various portfolios such as ITC and TTS provide to other Federal agencies. These efforts are further detailed in the following section on FAS Priorities.

FAS Priorities

FAS strives to modernize the Federal Government's procurement and technology practices in order to more effectively offer **centralized services**, deliver mission outcomes, provide excellent service, and efficiently manage taxpayer dollars. FAS is committed to improving its **customer, supplier, and workforce experiences** through streamlined human-centered design practices. FAS is investing in **modernized and consolidated technologies** to efficiently deliver those experiences. And FAS is directly supporting the **implementation of many policy initiatives** to create a more secure, transparent, and equitable Government. These efforts result in substantial benefits to FAS, GSA, the Federal Government, and ultimately the taxpayer.

Centralized Services - FAS has long been a leader in providing centralized services for other Federal agencies. Examples of such services include:

E-Gov Travel Service 2 - FAS manages the E-Gov Travel Service 2 (ETS2), a Government-wide, web-based, and world-class travel management service. This streamlined service continually applies commercial best practices to realize travel efficiencies and deliver a transparent, accountable, and sustainable service that yields exceptional customer satisfaction. It has been deployed by over 59 Executive Branch Agencies to provide common, secure, web-based, and automated services. ETS2 has allowed the Federal Government to eliminate over 250 disparate, non-web based and paper-driven systems.

GSA SmartPay® - FAS manages the SmartPay® program, the world's largest government charge card and commercial payment solution program. GSA provides payment solutions to more than 560 Federal agencies, organizations, and Native American tribal governments. These payment solutions allow authorized Government employees to make purchases on behalf of the Federal Government in support of their agency/organization's mission.

GSA Fleet Leasing - FAS leases over 200,000 vehicles to customer agencies and provides them with end-to-end fleet management services. These services include vehicle acquisition and disposal services, maintenance control and accident management services, loss prevention and fuel services, and a fleet management system with detailed and accurate data.

Integrated Award Environment - FAS manages a suite of systems, the Integrated Award Environment (IAE), that support agencies through the Federal awards lifecycle. These different systems manage, integrate, and unify the Federal award process to allow the Federal Government acquisition workforce, business partners, and assistance communities to support Federal Government operations.

Customer, Supplier, & Workforce Experience

FAS is working to improve the Federal Marketplace (FMP) and optimizing the buying and selling experience by enhancing FAS's acquisition vehicles, focusing on listening to customer and industry partners, and modernizing systems to improve customer experience, and emphasizing workforce readiness.

Improving the Multiple Award Schedule (MAS) Supplier Onboarding Process - Under FAS's MAS program, FAS plans to build and deploy journey maps to identify inconsistencies throughout the program. FAS will review all entry points to the program and determine what can be consolidated or removed to streamline the supplier experience. FAS will use the journey maps to help suppliers understand how they can improve the information they provide and to identify systems requirements. FAS will also create training for new suppliers to strengthen their business marketing, leading to more connections with customer agencies and increased supplier retention under the MAS program.

Improving the Digital Experience of Customers & Suppliers - Using Agile methodologies and in partnership with its stakeholders, the Digital Experience (DX) team is developing a single platform that integrates all of FAS' online tools into one seamless digital experience that will support every phase of the acquisition journey starting from market research to a final transaction. With ongoing user feedback as the basis for any change, existing FAS tools will evolve and/or converge with the new DX solution. The initial focus is on developing an entry portal that provides streamlined access to acquisition support tools. The Digital Experience will

iteratively evolve to eventually incorporate all FAS product & service offerings and become the premier online, self-service FAS buying site.

Building the Services Marketplace - The Services Marketplace - part of the overall FAS Federal Marketplace (FMP) - is a collective of contract offerings and initiatives that support the Federal Government's services procurement spend which is currently over 80 percent of common Federal procurement spend. The Services Marketplace (SMP) will improve FAS' services initiatives and offerings to streamline operations; improve the customer, supplier, & workforce experiences in buying and selling services; and increase use of FAS managed indefinite delivery/indefinite quantity (IDIQ) contracts (including the Multiple Award Schedules).

Adapting the Workforce to Reentry and Hybrid Work - COVID and the global pandemic demonstrated that working remotely is a proven concept. However, moving into the post-COVID world, the norm will be a hybrid workplace - with some workers coming into the office, while others remain remote. In this hybrid environment, employees will simultaneously have to be both more consistent and more flexible, building leadership skills, trust, and confidence to manage a successful hybrid workplace. Supervisors will also need to create an inclusive environment that equally values in-person and remote workers. FAS will need to support and develop its workforce to remain engaged and productive in this new workplace.

Modernize Through Technology

FAS is enabling more efficient and effective mission-driven acquisition across the Government by modernizing its policies, processes, and technology. IT modernization efforts seek to simplify and streamline internal and external processes and provide a modern acquisition experience through innovative and user-friendly systems. FAS is committed to making interactions easier for Federal agency customers, improving suppliers' experience of doing business with the Government, and giving FAS employees the right tools to support service delivery and perform high-value activities.

Enhancing Catalog Management - Currently, FAS manages a catalog of millions of goods and services. The catalog management reform effort seeks to deliver a superior catalog management capability that delivers on better catalog data and improves the buying and selling experience for customers, industry partners, and the workforce. This effort will involve a longer-term commitment to making processes and systems simpler, more modern, and more efficient.

FAS has developed a blueprint to transform the existing catalog management environment for customers, industry partners, and the acquisition workforce. Central to this Future-State Blueprint is a vision for a new Common Catalog that will serve as the single source of truth for FAS catalog data. Within this Common Catalog, FAS and supplier personnel will approve, store, enrich, and maintain catalogs to deliver higher quality catalog data to FAS technology platforms.

This Future-State Blueprint also envisions improvements to existing FAS business processes and policies to ensure future-state catalog system readiness.

During FY 2021 and continuing through FY 2022 and FY 2023, the Catalog Management project will execute three core systems modernizations: (1) a Common Catalog Platform (CCP) to replace antiquated and burdensome catalog management systems; (2) an Authoritative Catalog Repository (ACR) to provide a cloud-based, extensible catalog data storage environment; and (3) a Verified Product Portal (VPP) to improve product catalog data quality and compliance.

Developing an Enterprise Contract Writing System - FAS is developing an enterprise Contract Acquisition Lifecycle Management (CALM) system to provide a modern, efficient contract writing system that supports the acquisition workforce. A pilot of CALM was completed in FY 2021 with a FAS business line, which resulted in the execution of the release to the public and award of the first solicitation using the system. CALM added source selection functionalities during the last quarter of FY 2021 and will incorporate artificial intelligence and machine learning capabilities to increase its efficiency during FY 2022 and FY 2023.

Fully Transitioning to the Next Generation of Telecommunications Contracts - Enterprise Infrastructure Solutions (EIS) is the Government-wide joint voice, video, data, and security service acquisition vehicle targeted for full adoption by FY 2024. These contracts efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.

Compliance, Security, Sustainability, & Equity

FAS is playing a major role implementing many Administration policies because of the reach and impact of its acquisition and technology solutions. Full confidence in the statutory and regulatory compliance of all FAS solutions has always been part of FAS's value proposition to agency customers. However, the value of that alignment to policy does not stop at meeting minimum requirements. Instead, FAS is driving important changes to the Government and the markets it participates in through these policies such as improving digital and supply chain security, environmental sustainability, and equity between its stakeholders.

Electrifying the Federal Fleet - FAS is working closely with the Office of Management and Budget (OMB) and other key stakeholders in support of the Administration's goal of transitioning to a clean, zero emission fleet. FAS is leading the effort to procure zero emission and electric vehicles, as well as the associated charging infrastructure in order to reduce carbon emissions and transition from conventionally fueled vehicles. These efforts are part of a multi-year transformation of the Federal fleet, which will help tackle climate change as well as position the United States as the global leader in electric vehicle manufacturing. Further details on funding

requested for the electric vehicles initiative can be found in the Electric Vehicles Fund section of GSA's FY 2023 Congressional Justification.

Leveraging Acquisition to Identify, Deter, and Respond to Cyber Threats - GSA will support the Administration's goal of preventing, detecting, assessing, and remediating cyber incidents to protect national and economic security. GSA will achieve this goal through interagency collaboration; policy and regulation guidance; moving towards a Zero Trust Architecture; developing and implementing vendor, customer, and acquisition workforce communications of new cyber requirements; and monitoring vendor offerings on GSA acquisition vehicles.

Supply Chain Risk Management (SCRM) - FAS has made SCRM an enterprise priority. The United States faces increasing supply chain risk in a global supply chain with bad actors seeking to disrupt that supply chain. As a consequence, FAS is taking a proactive approach to prevent and mitigate risk to the supply chain by establishing processes, leveraging technology, and educating the workforce to mitigate this risk.

Over the past several years, FAS has worked diligently with customer agencies and suppliers to implement Section 889 of the FY 2019 NDAA (hereafter referred to as "Section 889"). Successfully implementing Section 889 and assisting customers through navigating its impact continues to be a priority for FAS. Section 889 prohibitions on purchasing covered telecommunications equipment and services and prohibitions on contracting with entities using certain covered telecommunications equipment and services as well as video surveillance equipment impacted transactions through the ASF's various acquisition vehicles in FY 2021 and will continue to impact transactions through FY 2023. Accordingly, the various FAS programs are actively working to mitigate any impacts on the supply chain.

In FY 2021, implementation of Section 889 had a neutral impact on transactions through the ASF's various acquisition vehicles as FAS leveraged automated acquisition processes and communicated extensively with industry and customers before the prohibition effective date to mitigate potential negative impacts. When 889 Part B took effect, FAS rapidly modified many of the existing contract vehicles which minimized delays in orders under those contracts.

For FY 2022 and FY 2023, it is projected that implementation of Section 889 will have a minimal impact to the ASF as a result of the prohibition being fully implemented for most programs by the end of FY 2021. However, "white label" products represent a significant Section 889 implementation challenge. White labeling occurs when a covered entity manufactures telecommunication and video surveillance equipment, but the equipment is labeled with a different company name. It is currently very difficult for GSA to identify white label products, but in FY 2022 and FY 2023, FAS will implement acquisition risk mitigation strategies to remove and exclude white label products from its contracts. FAS will continue to adapt to the impacts of implementing Section 889 in order to safely and securely achieve its mission.

In addition to implementing Section 889, FAS will continue ongoing compliance initiatives that support the goals represented in Executive orders. Specifically in relation to E.O. 14005, *“Ensuring the Future Is Made in All of America by All of America’s Workers,”* which seeks to maximize the purchase and use of goods, products, and materials produced in, and services offered in, the United States; FAS executes an automated acquisition process to help ensure that Schedule products are TAA-compliant and/or that products correctly list the country of origin as “US”. Since FAS began running the process in 2018, the number of TAA flagged items and incorrect “US” designations has decreased by 89% and 44%, respectfully. FAS will also encourage expanded use of the Verified Products Portal (VPP), a manufacturer-facing portal containing authoritative product content. The data populated by participating manufacturers and wholesalers in the VPP will be used to standardize vendor catalogs and ensure products across GSA marketplaces are accurately represented.

As part of FAS efforts around SCRM, FAS and GSA IT partnered with DoD CIO’s office to pilot commercially available vendor risk tools in FY 2021. One tool aggregates unclassified data using a series of algorithms to produce supply chain illumination maps and to rate risks related to cyber, financial, foreign influence and control, supplier relationships, and logistical and supply risks associated with COVID-19 impacts and other global events. The second tool specializes in cybersecurity risk ratings and has the capability to assist the Government in moving beyond self-attestation for vendors patching certain vulnerabilities, among other items. FAS has assessed the highest risk programs to determine which meet the criteria to be entered and monitored in the vendor risk tool pilot. GSA IT has used this pilot to assess its highest risk suppliers and FAS is currently in the process of extending these pilots in partnership with the DoD CIO.

Developing Equitable Post Award Support Strategies for New Suppliers - FAS believes that the Federal Supply Schedules are the best entry point for new contractors to Federal procurement. As FAS works to streamline onboarding of new contractors — many of which are expected to be in various Small Disadvantaged Business (SDB) categories — it will lead a companion effort to help these new entrants succeed.

GSA Small Business Government-wide acquisition contracts (GWACs) provide customer agencies an efficient way to access highly qualified small business IT service providers. With Polaris, GSA is looking to expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.

As part of GSA’s commitment to equity in procurement, it will develop a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in Small Disadvantaged Business (SDB) categories. One approach will include plans for regular on-ramping of key acquisition vehicles.

COVID-19 Pandemic Impact

The COVID-19 pandemic had a mixed effect on the financial operations of ASF in FY 2020 and FY 2021, and its impact on FY 2022 and FY 2023 is uncertain given the frequently changing nature of the pandemic.

The largest impacts of the pandemic have been on the TTL portfolio as demand for travel and transportation services has declined dramatically during the pandemic and the Fleet program has been impacted by vehicle resale market conditions, manufacturing shutdowns, and supply chain interruptions and delays. The GS&S and PSHC portfolios have been moderately impacted by the pandemic as these portfolios have experienced supply constraints and significant declines in Government charge card usage. The pandemic has had a mixed impact on the ITC portfolio as there has been a surge in pandemic related IT-related acquisitions, while other services in this portfolio, such as the USAccess HSPD-12 Managed Service Office, which entails in-person enrollment, were severely impacted. The effects of the pandemic on TTS are uncertain, but have not led to increased demand. AAS has continued to experience year over year growth in demand, however, it is unclear how much of that growth has been impacted by the pandemic. FAS will continue to evolve in FY 2022 and FY 2023 in response to the COVID-19 pandemic and its impact on FAS customers and suppliers.

Summary of Request

The FY 2023 Request for the ASF provides a total of \$24.9 billion and 3,850 full-time equivalent (FTE) employees. This is an increase of \$426.5 million and an increase of 47 FTE from the FY 2022 Plan. The FY 2022 Plan and FY 2023 Request reflect FAS's concerted effort to increase savings Government-wide by increasing the utilization of current offerings and achieving internal operational efficiencies.

The FY 2023 Request includes an increase of \$426.5 million from the FY 2022 Plan:

- \$694.1 million for inflation on goods and services sold
- \$324.7 million in additional business volume through FAS Offerings
- \$24.2 million for increases in Login.gov obligations funded through the TMF ARP award
- \$21.4 million for the FY 2023 Pay Increase
- \$15.8 million in FTE costs to support business priorities

- \$15.8 million for increases in the WCF Bill
- \$12.4 million for increased costs for Operation and Maintenance of equipment
- -\$1.5 million decrease from Transitioning the PIF Program to the Federal Citizen Services Fund
- -\$4.3 million decrease from Transitioning the HR QSMO out of GSA
- -\$10.0 million decrease in Operational Contractual Services and Miscellaneous Spending
- -\$12.0 million decrease in Reserve Investment Spending
- -\$654.1 million in decreased Costs of Goods Sold due to the agencies' Telecom Transition from Networx to EIS

*U.S. General Services Administration
Acquisition Services Fund*

Explanation of Changes

(Dollars in Thousands)

	FTE	Obligations
2022 Plan.....	3,803	\$ 24,428,476
2023 Plan.....	3,850	\$ 24,855,006
Net Change.....	47	\$ 426,530
	FTE	Obligations
Maintaining Current Levels:		
FY 2023 Pay Increase		\$ 21,374
Inflation on Goods and Services Sold		\$ 694,088
Subtotal, Maintaining Current Levels.....	-	\$ 715,462
Program Changes		
Increase in Business Volume through FAS Offerings		\$ 324,728
Increase in Login.gov Obligations funded through TMF ARP Award		\$ 24,249
Increase in FTE to Support Business Priorities	47	\$ 15,797
Increase in WCF Bill		\$ 15,792
Increase in Costs for Operation and Maintenance of Equipment		\$ 12,380
Decrease from Transitioning the PIF Program to the Federal Citizen Services Fund		\$ (1,452)
Decrease from Transitioning the HR QSMO PMO out of GSA		\$ (4,268)
Decrease in Operational Contractual Services & Other Misc. Spending		\$ (10,050)
Decrease in Reserve Investment Spending		\$ (11,995)
Decrease in ITC Cost of Goods Sold due to Telecom Transition ¹		\$ (654,115)
Subtotal, Program Changes.....	47	\$ (288,932)
Net Change.....	47	\$ 426,530

1 - The ITC Network Services Transition will result in a shift from GSA obligating Telecom funds on behalf of customer agencies to customers directly obligating funding against GSA contract vehicles.

U.S. General Services Administration
Acquisition Services Fund

Obligations by Object Classification

(Dollars in Thousands)

		2021 Actual	2022 Plan	2023 Plan
11.1	Full-time permanent.....	\$ 376,785	\$ 449,322	\$ 476,256
11.3	Other than permanent.....	\$ 33,428	\$ 183	\$ 204
11.5	Other personnel compensation.....	\$ 11,252	\$ 9,900	\$ 10,493
11.9	Total personnel compensation.....	\$ 421,465	\$ 459,405	\$ 486,953
12.1	Civilian personnel benefits.....	\$ 146,702	\$ 160,129	\$ 169,752
13.0	Benefits for Former Personnel.....	\$ -	\$ -	\$ -
21.0	Travel and transportation of persons.....	\$ 192	\$ 9,764	\$ 10,054
22.0	Transportation of things.....	\$ 32,451	\$ 8,674	\$ 8,986
23.1	Rental payments to GSA.....	\$ 30,178	\$ 29,126	\$ 29,426
23.3	Communications, utilities, and miscellaneous charges.....	\$ 1,354,919	\$ 1,031,818	\$ 384,555
24.0	Printing and reproduction.....	\$ 1,829	\$ 2,276	\$ 2,278
25.1	Advisory and Assistant Service.....	\$ 15,008,940	\$ 17,868,972	\$ 18,749,622
25.2	Other good and services from non-Federal sources.....	\$ 1,237	\$ 5,077	\$ 5,107
25.3	Other purchases of goods and services from Federal sources.....	\$ 318,354	\$ 301,910	\$ 318,192
25.4	Operation and maintenance of facilities.....	\$ 80	\$ -	\$ -
25.7	Operations and maintenance of equipment.....	\$ 210,608	\$ 123,470	\$ 135,850
26.0	Supplies and materials.....	\$ 1,400,631	\$ 1,380,045	\$ 1,477,022
31.0	Equipment.....	\$ 2,672,344	\$ 3,020,675	\$ 3,025,859
32.0	Land and structures.....	\$ 83	\$ 35	\$ -
42.0	Insurance claims and indemnities.....	\$ 753	\$ -	\$ -
43.0	Interest and Dividends.....	\$ -	\$ 5	\$ 5
	Total new obligations.....	\$ 21,600,766	\$ 24,401,380	\$ 24,803,661
	Subtotal, PC&B.....	\$ 568,167	\$ 619,534	\$ 656,705
	Subtotal, Non-labor.....	\$ 21,032,599	\$ 23,781,847	\$ 24,146,956
99.0	Obligations, appropriated (multi-year)	\$ -	\$ 27,095	\$ 51,345
99.9	Total obligations	\$ 21,600,766	\$ 24,428,476	\$ 24,855,006
	Civilian full-time equivalent employment.....	3,485	3,803	3,850
	Net Outlays.....	(517,000)	(438,000)	(928,000)

Summary of Results of Operations

The ASF's authorizing legislation requires the Administrator to establish rates to be charged to agencies receiving services that: (1) recover costs; and (2) provide for the cost and capital requirements of the ASF. After making provision for operating needs, any uncommitted balances at the end of the year are returned to the Treasury. In order to fulfill this requirement, GSA projects estimated income and expenses as part of the budget process. Below are highlights of this process as they relate to growth in revenue and utilization of reserves.

In FY 2021, the ASF returned \$3.5 million to the Treasury. In FY 2022 and FY 2023, total ASF Revenue is projected to be \$20.7 billion and \$21.0 billion respectively. The projected ASF Revenue in FY 2023 is less than the total obligation request for FY 2023, because the total obligation request includes anticipated flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years. This revenue is generated across FAS's six business portfolios and initiatives. Revenue is projected to increase from FY 2022 to FY 2023 for all portfolios, except for ITC and IAE, due to increased utilization of current offerings as well as several new offerings.

Below is the portfolio-by-portfolio summary that totals the ASF's \$286.4 million increase in anticipated Revenue from FY 2022 to FY 2023:

- \$852.4 million increase in AAS due to continued growth in customer orders
- -\$689.6 million decrease in ITC as agencies transition from ITC's Networkx contract to the lower rates on the Enterprise Infrastructure Solutions (EIS) contract
- \$71.1 million increase in TTL due to the increased activity in the Fleet Leasing program and the anticipated recovery from the negative impacts of the COVID-19 pandemic
- \$50.4 million increase in GS&S associated with the expansion of store operations
- \$32.1 million increase in TTS associated with initiatives such as Login.gov
- -\$32.9 million decrease in IAE associated with collections from customers returning to steady-state levels after experiencing an increase in collections in FY 2022 due to the planned reimbursement for the cost of extending the contract with Dun & Bradstreet (D&B)
- \$2.9 million increase in PSHC due to the anticipated recovery from the COVID-19 pandemic in the Charge Card Management Program, as well as the continued implementation of the One Acquisition Solution for Integrated Services (OASIS)

In FY 2022 and FY 2023, reserve expenses include funding the modernization of business systems and offerings, enhancements to the IAE, contract transition for the Network Services Program, and support of initiatives such as improving the Federal Marketplace, MAS Consolidation, and SCRM.

In FY 2018, FAS began using an operating efficiency metric to monitor how it converts resources into business offerings that recover costs. This metric is calculated by dividing FAS' direct operating expenses by the total gross margin earned (the fees collected) by FAS's various business lines (in this methodology, a lower percentage indicates greater efficiency). FAS' direct operating expenses are defined as the costs over which FAS has direct control, i.e., those costs not related to customer orders or controlled by a part of GSA other than FAS. Examples of costs excluded from FAS' direct operating expenses include maintenance costs of vehicles leased to customers and payments to GSA's Working Capital Fund.

FAS achieved a result of 31.2 percent in FY 2021 compared to the target of 35.4 percent. For FY 2022 and FY 2023, FAS is targeting 35.3 percent and 35.3 percent respectively. FAS was more efficient than the target in FY 2021 due to strong growth in gross margin coupled with lower expenses driven primarily by below-plan FTE levels. The efficiency metric is projected to decrease slightly in FY 2022 and FY 2023 as staffing levels rebound to normal levels and FAS continues to spend in support of Administration priorities. Individual portfolios within FAS provide services on profit and loss statements and have different fixed and variable direct cost models, therefore they have different operational efficiency ratios. Management evaluates efficiency at portfolio levels to ensure FAS' ability to serve changing levels of Government demand at optimal levels of efficiency.

U.S. General Services Administration
Acquisition Services Fund

Results of Operations by Program

(Dollars in Thousands)

Income and Expense Statement	FY 2021 Actual	FY 2022 Plan	FY 2023 Plan
1. Assisted Acquisition Services (AAS)			
Revenue	\$ 14,566,331	\$ 14,371,241	\$ 15,223,679
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 14,172,877	\$ 13,966,840	\$ 14,796,107
Gross Margin	\$ 393,454	\$ 404,401	\$ 427,572
<i>Cost of Operations</i>			
Program Expenses	\$ 184,337	\$ 244,371	\$ 265,218
Corporate Overhead	\$ 65,117	\$ 74,453	\$ 82,603
Other Cost of Operations	\$ 1,686	\$ 2,372	\$ 2,353
Total Cost of Operations	\$ 251,140	\$ 321,196	\$ 350,174
Net Operating Results	\$ 142,314	\$ 83,205	\$ 77,398
Reserve Expenses	\$ 13,826	\$ 21,687	\$ 21,051
Net Financial Impact	\$ 128,488	\$ 61,518	\$ 56,347
2. General Supplies and Services (GSS)			
Revenue	\$ 1,376,131	\$ 1,447,418	\$ 1,497,820
Acquisition Training Fund	\$ (2,825)	\$ (2,855)	\$ (2,900)
Cost of Goods Sold	\$ 1,131,889	\$ 1,190,198	\$ 1,231,985
Gross Margin	\$ 241,417	\$ 254,365	\$ 262,935
<i>Cost of Operations</i>			
Program Expenses	\$ 167,835	\$ 188,481	\$ 195,378
Corporate Overhead	\$ 50,210	\$ 49,622	\$ 52,583
Other Cost of Operations	\$ 4,358	\$ 955	\$ 989
Total Cost of Operations	\$ 222,403	\$ 239,058	\$ 248,950
Net Operating Results	\$ 19,014	\$ 15,307	\$ 13,985
Reserve Expenses	\$ 14,609	\$ 13,887	\$ 11,507
Net Financial Impact	\$ 4,405	\$ 1,420	\$ 2,478
3. Information Technology Category (ITC)			
Revenue	\$ 1,661,151	\$ 1,266,590	\$ 576,925
Acquisition Training Fund	\$ (9,867)	\$ (8,663)	\$ (8,905)
Cost of Goods Sold	\$ 1,254,904	\$ 917,950	\$ 264,921
Gross Margin	\$ 396,380	\$ 339,977	\$ 303,099
<i>Cost of Operations</i>			
Program Expenses	\$ 219,951	\$ 231,824	\$ 228,083
Corporate Overhead	\$ 62,501	\$ 61,448	\$ 63,065
Other Cost of Operations	\$ 4,208	\$ 1,809	\$ 1,878
Total Cost of Operations	\$ 286,660	\$ 295,081	\$ 293,026
Net Operating Results	\$ 109,720	\$ 44,896	\$ 10,073
Reserve Expenses	\$ 12,272	\$ 17,608	\$ 18,622
Net Financial Impact	\$ 97,448	\$ 27,288	\$ (8,549)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2021 Actual	FY 2022 Plan	FY 2023 Plan
4. Professional Services & Human Capital (PSHC)			
Revenue	\$ 116,901	\$ 117,216	\$ 120,082
Acquisition Training Fund	\$ (5,626)	\$ (5,861)	\$ (6,003)
Cost of Goods Sold	\$ -	\$ -	\$ -
Gross Margin	\$ 111,275	\$ 111,355	\$ 114,079
Cost of Operations			
Program Expenses	\$ 72,237	\$ 82,375	\$ 86,517
Corporate Overhead	\$ 22,204	\$ 23,100	\$ 24,667
Other Cost of Operations	\$ 515	\$ 570	\$ 591
Total Cost of Operations	\$ 94,956	\$ 106,045	\$ 111,775
Net Operating Results	\$ 16,318	\$ 5,310	\$ 2,304
Reserve Expenses	\$ 1,877	\$ 5,383	\$ 5,869
Net Financial Impact	\$ 14,441	\$ (73)	\$ (3,565)
5. Travel, Transportation, and Logistics (TTL)¹			
Revenue	\$ 2,635,895	\$ 3,291,937	\$ 3,363,075
Acquisition Training Fund	\$ (656)	\$ (703)	\$ (818)
Cost of Goods Sold	\$ 1,221,890	\$ 1,780,766	\$ 1,774,780
Gross Margin	\$ 1,413,349	\$ 1,510,468	\$ 1,587,477
Cost of Operations			
Program Expenses	\$ 397,808	\$ 568,676	\$ 647,780
Corporate Overhead	\$ 54,026	\$ 53,938	\$ 56,523
Other Cost of Operations	\$ 606,190	\$ 611,936	\$ 618,212
Replacement Cost Pricing ²	\$ 345,049	\$ 250,541	\$ 246,585
Total Cost of Operations	\$ 1,403,073	\$ 1,485,091	\$ 1,569,100
Net Operating Results	\$ 10,276	\$ 25,377	\$ 18,377
Reserve Expenses	\$ 16,891	\$ 25,034	\$ 20,361
Net Financial Impact	\$ (6,615)	\$ 343	\$ (1,984)
6. Integrated Award Environment (IAE)			
Revenue	\$ 70,206	\$ 100,995	\$ 68,112
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 67,769	\$ 87,075	\$ 83,081
Gross Margin	\$ 2,437	\$ 13,920	\$ (14,969)
Cost of Operations			
Program Expenses	\$ 8,283	\$ 11,153	\$ 10,931
Corporate Overhead	\$ 6,745	\$ 6,400	\$ 6,216
Other Cost of Operations	\$ 3,893	\$ 3,975	\$ 5,543
Total Cost of Operations	\$ 18,921	\$ 21,528	\$ 22,690
Net Operating Results	\$ (16,484)	\$ (7,608)	\$ (37,659)
Reserve Expenses	\$ 43,755	\$ 60,268	\$ 38,038
Net Financial Impact	\$ (60,239)	\$ (67,876)	\$ (75,697)

U.S. General Services Administration
Acquisition Services Fund

Income and Expense Statement	FY 2021 Actual	FY 2022 Plan	FY 2023 Plan
7. Technology Transformation Services (TTS)			
Revenue	\$ 96,269	\$ 123,841	\$ 155,981
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 42,798	\$ 58,977	\$ 85,523
Gross Margin	\$ 53,471	\$ 64,864	\$ 70,458
<i>Cost of Operations</i>			
Program Expenses	\$ 59,036	\$ 73,667	\$ 73,994
Corporate Overhead	\$ 12,576	\$ 14,295	\$ 14,184
Other Cost of Operations	\$ (31)	\$ 1,010	\$ 932
Total Cost of Operations	\$ 71,581	\$ 88,972	\$ 89,110
Net Operating Results	\$ (18,110)	\$ (24,108)	\$ (18,652)
Reserve Expenses	\$ 2,297	\$ 6,756	\$ 2,448
Net Financial Impact	\$ (20,407)	\$ (30,864)	\$ (21,100)
8. HR Quality Service Management Office PMO (HR QSMO)			
Revenue ³	\$ 700	\$ -	\$ -
Acquisition Training Fund	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ 291	\$ -	\$ -
Gross Margin	\$ 409	\$ -	\$ -
<i>Cost of Operations</i>			
Program Expenses	\$ 2,784	\$ 4,937	\$ -
Corporate Overhead	\$ 573	\$ 894	\$ -
Other Cost of Operations	\$ 110	\$ 102	\$ -
Total Cost of Operations	\$ 3,467	\$ 5,933	\$ -
Net Operating Results	\$ (3,058)	\$ (5,933)	\$ -
Reserve Expenses	\$ 1,216	\$ 1,555	\$ -
Net Financial Impact	\$ (4,274)	\$ (7,488)	\$ -

*U.S. General Services Administration
Acquisition Services Fund*

Income and Expense Statement	FY 2021 Actual	FY 2022 Plan	FY 2023 Plan
9. Total Acquisition Services Fund (ASF)			
Revenue ⁴	\$ 20,523,584	\$ 20,719,238	\$ 21,005,674
Acquisition Training Fund	\$ (18,974)	\$ (18,082)	\$ (18,626)
Cost of Goods Sold	\$ 17,892,418	\$ 18,001,806	\$ 18,236,397
Gross Margin	\$ 2,612,192	\$ 2,699,350	\$ 2,750,651
<i>Cost of Operations</i>			
Program Expenses	\$ 1,112,271	\$ 1,405,484	\$ 1,507,901
Corporate Overhead	\$ 273,952	\$ 284,150	\$ 299,841
Other Cost of Operations	\$ 620,929	\$ 622,729	\$ 630,498
Replacement Cost Pricing ²	\$ 345,049	\$ 250,541	\$ 246,585
Total Cost of Operations	\$ 2,352,201	\$ 2,562,904	\$ 2,684,825
Net Operating Results	\$ 259,990	\$ 136,446	\$ 65,826
Reserve Expenses	\$ 106,743	\$ 152,178	\$ 117,896
Net Financial Impact	\$ 153,247	\$ (15,732)	\$ (52,070)

1 - TTL Portfolio Revenue and Cost of Goods Sold include \$1,009.8 million, \$1,095.0 million, and \$1,172.7 million in intra-GSA sales of vehicles that GSA Fleet plans to purchase from GSA Automotive in FY 2021, FY 2022, and FY 2023, for its leasing program for Federal agencies.

2 - TTL and Total ASF operating expenses include Replacement Cost Pricing (RCP), which is a component of current year fees and is used to cover the cost of inflation on vehicles purchased by GSA Fleet as well as for funding vehicle consolidations.

3 - The FY 2021 Revenue for the HR QSMO reflects the receipt of Cross Agency Priority (CAP) Goal funding.

4 - Total FY 2023 ASF Revenue is \$3,849.3 million less than the total obligation request of \$24,855.0 million for FY 2023. The total obligation request includes anticipated increases in flow-thru obligations that will not be recognized as Revenue until subsequent fiscal years.

FTE by Portfolio, Initiative, and Integrator Office

	FY 2021 Actual	FY 2022 Plan	FY 2023 Plan
Portfolios & Initiatives	2,899	3,088	3,117
Assisted Acquisition Services	612	689	739
General Supplies Services	457	478	490
Information Technology Category	602	635	644
Professional Services & Human Capital	233	250	254
Travel, Transportation, & Logistics	677	700	708
Integrated Award Environment	28	26	24
Technology Transformation Services	282	305	258
HR Quality Service Management Office PMO	6	4	-
Integrators	586	715	733
Office of the Commissioner	10	10	7
Regional Commissioners	98	118	119
Office of Enterprise Strategy Management	100	153	171
Office of Customer & Stakeholder Engagement	234	251	252
Office of Policy & Compliance	46	57	58
Office of Systems Management	31	46	46
Contracting	67	81	81
Total ASF FTE¹	3,485	3,803	3,850

1 - The sum of the individual office's FTE may not add up to the total ASF FTE levels due to rounding.

FAS Portfolio and Integrator Initiatives

Assisted Acquisition Services

The Assisted Acquisition Services (AAS) portfolio offers customized acquisition, project management, and financial management services for large and complex projects at best value to the Government. AAS's highly trained contracting, project, and financial management professionals provide direct assistance to partner agencies for the Government's complex IT, professional services, facilities maintenance, research and development, and cybersecurity challenges. This commitment to mission ensures agency requirements are met on time and within budget while reducing contracting risk. AAS provides best value in acquisition, so that partner agencies can focus on their mission-critical activities instead of overseeing acquisition and project management personnel.

The AAS portfolio includes twelve Client Support Centers (CSC), one in each region as well as in GSA's Central Office. Based on their operating tempo and business capacity, each CSC is able to support clients in other geographic areas to meet the overall needs of the AAS portfolio and best serve customer agency mission requirements.

In FY 2021, AAS's business continued to grow significantly over prior years with obligations increasing by eight percent from FY 2020 levels and Business Volume ending the year at \$14.6 billion. To ensure quality as AAS expands, the portfolio continued its Acquisition Quality Initiative focused on increasing knowledge sharing across the enterprise as well as providing greater enterprise-wide guidance, templates, and training to improve contract filing and create a more consistent experience for customers and industry.

In March of 2020, two AAS CSCs were given permanent authority by GSA's Senior Procurement Executive (SPE) to provide assisted acquisition services for Small Business Innovation Research (SBIR) Phase III work. In February of 2021, the SPE expanded the authority to allow authorized AAS CSCs to support customer agencies with all phases of SBIR/ and Small Business Technology Transfer (STTR) work contracts. With this expanded authority, two CSCs were approved to support Phases I and II and four CSCs were approved to support Phase III. The SBIR program is a competitive program encouraging domestic small businesses to engage in Federal research and development (R&D) with the potential for commercialization. The SBIR program aims to stimulate technological innovation, partner with small businesses to meet Federal R&D needs and increase private-sector commercialization of innovations derived from Federal R&D to increase competition, productivity, and economic growth.

AAS continues to find opportunities to stand up expanded operational support with customer agencies. For example, the AAS Southeast Sunbelt Region 4 CSC managed a \$74 million task order that provided support to the CDC's National Contact Center (CDC INFO) program. This

program is an important component of the CDC's communications infrastructure, and is responsible for ensuring that appropriate health and safety information on thousands of public health issues is disseminated quickly and effectively to public health professionals and the public at large. By March of 2020 inquiries to CDC-INFO reached a peak of more than 20 times normal, establishing an absolutely critical demand for the accurate and credible public health and safety information provided through the CDC INFO Contact Center services. Throughout the spring and summer of 2020 as the pandemic continued to spread, the level of inquiries received through CDC-INFO's communication channel (calls and emails) remained at levels 4 times higher than those of the "steady state" (normal) levels experienced prior to January 2020. This partnership serves as a foundation for future growth as customer agencies focus on their critical missions.

In FY 2022 and FY 2023, AAS will continue to promote transparent, sustainable, and superior quality acquisitions across the Government. To meet significant year-over-year increases in customer demand, AAS is increasing agency-partner support through commensurately higher staffing levels in the CSCs and by expanding its best practice and information sharing programs. Additionally, AAS continues to use a business model that channels demand to acquisition and project management professionals who have the expertise and greatest capacity to meet agency requirements.

Office of General Supplies and Services Categories

The Office of General Supplies and Services Categories (GS&S) leverages the Government's buying power to procure non-IT products and services at reduced prices, with fast delivery times and in compliance with the Federal Acquisition Regulation. GS&S provides value to Federal agencies by establishing acquisition solutions that can be used Government-wide; thereby avoiding contract duplication and eliminating the need for agencies to develop their own contract vehicles for commercially available items and related services. GS&S also provides personal property disposal and offers sales services to partner agencies. GS&S delivers these services through the offices of Supply Chain Management, Retail Operations, Acquisition Management, and Personal Property Management.

Office of Supply Chain Management (SCM) — provides Federal agencies access to competitively priced products as part of the National Supply System. The direct vendor delivery and assisted acquisition models enable the program to efficiently meet agency demands for competitively priced products, faster delivery, and lower administrative costs.

In FY 2021, SCM continued to build on key initiatives and improve the program. The domestic direct vendor delivery model was expanded to include overseas military customers operating in the Outside Continental United States (OCONUS) Combatant Commands (COCOMs) which improved service levels and shortened customer wait times. SCM awarded and implemented

four new OCONUS direct vendor delivery contracts in the INDOPACOM area of operations (AOR) (Korea, Japan, Guam, and Hawaii) that vastly improved service delivery times for customers in that area from about 45 days to 3-5 business days. In addition, by implementing a contract solution for a commercial third-party logistics provider (3PL), SCM was able to significantly reduce the cost to ship orders to overseas military customers. The 3PL solution is a less costly and more efficient alternative than the previous approach, and is expected to save \$3M per year.

SCM also played a significant role in responding to the COVID pandemic during FY 2021, successfully fulfilling 123,111 customer COVID-related orders valued at \$63.6 million and resolving major supply chain issues caused by the pandemic. Additionally, the program also developed an initiative to help Federal customers adapt to an ever increasing virtual/home office environment by promoting the use of Global Supply for home office orders.

In FY 2022 and FY 2023, SCM will utilize a strategic forward supply point solution to increase requisition support to Federal agencies and expand the 'OCONUS fast delivery initiative' to the U.S. Central Command (CENTCOM) AOR (Middle East). This effort will further expand the Global Supply product base for high demand items, while continuing to improve the customer ordering experience in obtaining these items. Expanding the special order (Global Supply assisted acquisition) program will lead to lower costs and improve service delivery, while modernizing NSN Management (Cataloging) will lead to faster/more timely NSN updates and improved customer service.

Office of Retail Operations (RO) — works with commercial partners to provide custom supply chain solutions for DoD and civilian agencies. This commercialization of the supply chain reduces costs while allowing customers to focus on core competencies by leveraging GSA's acquisition expertise. RO operates retail stores, tool rooms, issue points, and an online portal to provide customers with commercial industrial supplies and office supplies through a fast, convenient, and compliant purchasing method. RO currently operates and manages 45 locations around the world and continues to grow.

In FY 2021, the impact of COVID-19 on operations was reduced substantially compared to FY 2020, which provided increased opportunities to support the customer mission. The reduced impact of COVID-19 on operations resulted in an increase in Revenue in FY 2021 compared to FY 2020. For FY 2022 and FY 2023, RO plans for significant growth in the number of locations after signing a Memorandum of Agreement (MOA) with Naval Facilities Command (NAVFAC). A planned roll out of locations begins with three NAVFAC Regional operations that includes seven new locations in FY 2022 and an additional seven locations in FY 2023.

Office of Acquisition Management (AM) — provides Federal agencies with direct access to vendor goods and services through MAS contracts, assisted acquisitions for furniture through the Integrated Workplace Acquisition Center (IWAC), and awards and administers contracts to support GSS' Global Supply, Retail Operations, Personal Property Management, and the Commercial Platforms Initiative.

The Global Supply contract vehicles ensure access to an easy-to-use sourcing solution across Federal agencies, saving contracting officers and the vendor community time and money while facilitating billions in Federal purchases each year. AM's management of the underlying contracts for the supply-related Requisition program facilitates easy ordering and direct delivery through Government-to-Government transfers of National Stock Number (NSN) and commercial part number items via GSA Global Supply.™ AM's goals for FY 2022 and FY 2023 with regard to Global Supply are to continue to award contracts to support customers outside the United States (for faster delivery than shipping from the U.S.), and to continue to have contractors report order status and improve delivery times.

AM is also awarding new Blanket Purchase Agreements (BPAs) to support the growth of Retail Operations stores across the globe. The new process will allow new stores to be opened without awarding a new BPA each time, and will assist RO in expanding their business during FY 2022.

AM has also awarded three contractors to support the Commercial Platforms Initiative. The initiative offers agencies a 'managed channel' for their open-market online spend, specifically for the purchase of routine commercial items. AM plans to review renewing these contract vehicles, as well as working to expand the contractors and program in the future, working with the Commercial Platform Initiative Program Management Office.

IWAC will continue to partner with the Public Building Service to provide furniture to Federal agencies through GSA's Total Workplace solution. GSA's Total Workplace solution provides resources and expertise to encourage Federal agencies to reduce their office space, foster collaboration, better manage IT spending, and increase efficiency.

Office of Personal Property Management (PPM) — provides sales services to Federal agencies through the Property Sales Program. Personal Property Sales staff work with agencies to conduct sales of surplus, seized and forfeited or non-excess personal property with a continuing need under the Exchange/Sale authority. The majority of the sales proceeds are reimbursed to the partner agency. PPM returned \$145 million to partner agencies in FY 2020, and returned \$175 million through the end of FY 2021.

In FY 2021, the Personal Property Sales program continued to support the COVID-19 pandemic response by partnering with other Federal agencies to identify property that could be used for response efforts. Due to the closure of Federal facilities and curtailed in-person operations during the pandemic, the amount of property reported by agencies for sale declined slightly; however, it is expected that program volumes will rebound once in-person agency operations are restored.

PPM continues to expand into new markets, the sale of Cryptocurrency being the latest. On March 17, 2021, PPM conducted its first ever sale of seized/forfeited cryptocurrency on behalf of GSA's disposal customers. The sale of 0.7501 bitcoin generated about \$53 thousand in revenue, 28% more than the market value at the time. In FY 2021, PPM has conducted additional cryptocurrency sales, generating over \$1.4 million in revenue. With these sales, PPM not only expanded its service offerings, but also attracted a new segment of customers to GSA Auctions.

In FY 2022 and FY 2023, the PPM program will focus on new Exchange/Sale opportunities. There will be new opportunities to increase sales of Army Blackhawks for the U.S. Army's helicopter pilot training program, and an updated agreement with the U.S. Army's Tank and Automotive Command to sell heavy equipment and watercraft.

The Sales Program is aggressively working to modernize its business systems to better serve customers, improve the reuse of Federal assets, and reform outdated business processes. The Personal Property Management System (PPMS) will merge multiple legacy systems covering all aspects of the disposal process into one system, providing integral interfaces for GSA users and customer agencies. PPM expects to deploy the new modernized PPMS during FY 2022.

Additionally, the Personal Property Utilization & Donation Reimbursable program was transferred to the ASF from the Operating Expense Appropriation in FY 2022. This program provides reimbursable services to agencies for activities necessary to make excess Federal personal property ready for transfer and reutilization (please see OE-8 for a description of the Personal Property Utilization & Donation Appropriated program).

Program functions include scheduling intake of Federal excess property, physically receiving and cataloging property, securing and storing property, facilitating the onsite screening of property, processing transfers and donation of property, releasing property to recipients, updating accountability records, and IT functions associated with the AAMS module. Federal agencies utilize the services offered at the warehouse due to lack of space, security, and other mission requirements.

Information Technology Category

The Office of Information Technology Category (ITC) provides IT and telecommunications products and solutions to high quality, innovative suppliers and small businesses. ITC offers emerging, transformative technology and innovations, making them available Government-wide to support the Federal Government's priorities and objectives.

ITC delivers wide ranging and flexible IT solutions and services to support agency missions and drive innovative and agile improvements by promoting best practices and applying leading-edge solutions through five sub-categories. ITC also serves as the Government-wide IT Category Manager, overseeing over 13 BIC acquisition vehicles housed in GSA, HHS, NASA and DoD Army. In addition, the Government-wide IT Category also leads the Information Technology Vendor Management Office (ITVMO), which provides Government-wide market intelligence services to Federal agencies to support better IT buying practices for the Federal Government.

In FY 2021, ITC saw increases in Business Volume, Customer Loyalty Survey scores, and Employee Viewpoint Survey scores. Key initiatives in FY 2022 and FY 2023 include increasing the maturity and reach of SCRM processes and improving the customer experience.

The following offices within ITC assist in the management of the IT procurement and services operations, which include Enterprise Technology Solutions, IT Hardware, IT Software, IT Services, and IT Security:

Office of Enterprise Technology Solutions (ETS) - helps Federal agencies acquire network-enabled business and telecommunications services needed to accomplish their missions efficiently and at the best possible price. The subcategory consists of network infrastructure, satellite communications, wireless, mobility, managed security, network support, and cloud services.

Within ETS, the Enterprise Infrastructure Solutions (EIS) contracts address all aspects of Federal agency IT telecommunications, infrastructure, and cybersecurity requirements. With nine contracts and a ceiling of \$50 billion, EIS is one critical path for agencies to evolve to more modernized and secure IT infrastructures and away from legacy technologies that are vulnerable to security risks. Agencies are transitioning over seven million active services from GSA's seven Networkx contracts and 85 Local Service Agreements to EIS. The transition to EIS impacts 228 Federal agencies and other Government entities that purchase over \$2 billion in services.

Based on lessons learned from the previous transition to Networx, ETS offered agencies assistance for transition planning, acquisition development, service migration, inventory tracking, and management. GSA is promoting IT Modernization and is encouraging all agencies to use the EIS transition as an opportunity to transform and modernize their network services.

GSA has already extended existing contracts through May 31, 2023, providing agencies with additional time to execute their transition to EIS. In response to the risk that some agencies may not complete their transition off the expiring contracts by the May 31, 2023 expiration date, GSA intends to invoke the Continuity of Service (CoS) clause on the expiring contracts. The CoS period will give agencies who sign an MOU with GSA up to May 31, 2024 to either complete their transition or develop an alternative solution to ensure their services continue. If agencies don't use the additional time to complete transition or put in place a solution, all remaining services will be disconnected at the end of the CoS period.

Beyond EIS, the ETS portfolio also includes Complex Commercial SATCOM Solutions (CS3) and the Multiple Award Schedule (MAS) Special Item Number (SIN) for Mobility and Wireless. CS3 allows Federal agencies to build large, complex, and custom satellite solutions. The MAS Special Item Number for Wireless and Mobility centralizes and consolidates mobility solutions for increased convenience and rapid access to commercially available wireless solutions and industry partners.

IT Hardware — comprises purchase, lease, and maintenance options for communications, computing, electronics, and fiber-optic equipment, as well as hardware services.

GSA's Government-wide Strategic Solutions for Desktops and Laptops helps Federal agency buyers purchase desktops and laptops with standard configurations. The program increases the transparency of contract terms and conditions in the IT hardware space and provides a framework to manage hardware to spend more closely while achieving better pricing. The standard configurations as well as terms and conditions were developed through the interagency collaboration of the Workstations Category Team, a consortium of more than 20 Federal agencies established by OMB. GSA IT Hardware saw a 36.4 percent increase in spending for standard configuration desktops and laptops in FY 2021 compared to FY 2020, saving customer agencies over \$94.9 million in FY 2021 alone. FY 2021 growth was particularly positive for the category since spend levels showed very large laptop investments across Government in FY 2020 in response to the pandemic and transition to telework. There may be some decline in purchase of laptops in FY 2023 as part of a Government-wide mid lifecycle period for this hardware.

The Government-wide IT Hardware Community of Interest (the Community) provides a forum for coordinating cost-saving strategies across the Federal Government, sharing new ideas, technical direction, consolidated buying, and reducing duplication, strategic sourcing, and innovative technology opportunities. The Community focuses on IT hardware acquisition, asset management, standardization, and deployment and integration; and this collaboration led to the development of new acquisition and management solution models such as Device-as-a-Service (e.g. Apple). In FY 2022, cross-category success has been realized with the Veterans Affairs leveraging the IT Hardware relationship/engagements to revisit acquisition strategies for ETS/Mobility.

In FY 2021, ITC launched the five-year period of performance Government-wide (to include State and local) 2nd Generation IT (2GIT) Products Blanket Purchase Agreements (BPAs). The 2GIT Program and its underlying BPAs operationalize improved standards for the customer buying experience, SCRM, data collection, and vendor support relative to IT hardware and software purchasing through ITC's Best In Class MAS contracts. 2GIT will serve as a testbed for scalable, enhanced processes, and automation that can later be rolled out as needed to all of MAS IT. In FY 2022, the 2GIT Program Office has been challenged with commercial supply chain issues, like many categories, that have made it difficult to manage the price of products on contract and to predict when orders will be fulfilled/reported. ITC has worked in FY 2022 to adjust policies and processes such that contract modifications are more streamlined and allow for the price increases being seen across the entire world economy. ITC is optimistic that these adjustments will position GSA and its MAS IT contractors to be fully ready to address the busy season in quarter four of FY 2022 and beyond into FY 2023.

IT Software — comprises Infrastructure Software, Enterprise Application Software, and Licensing and Maintenance. The Software category includes both traditional software products and their related licensing and maintenance services. Additionally, the category includes cloud products and services such as SaaS solutions, Infrastructure-as-a-Service, Platform-as-a-Service, and cloud-related IT Professional Services.

The Software Category partners with DoD's Enterprise Software Initiative to develop BPAs for Federal agency software purchases to aggregate requirements, drive down prices, and establish more consistent licensing terms and conditions.

In FY 2021, the Software Category continued to provide guidance and outreach to both internal GSA staff and external customers in response to the addition of cloud-related IT Professional Services to the MAS IT Cloud SIN in FY 2019. The category also worked with MAS IT contract holders to ensure they were aware of the changes and to encourage migration of cloud-related professional services to the Cloud SIN.

The Cloud Information Center (CIC) is an interactive hub connecting Federal buyers with commercial cloud providers and delivering timely and strategic resources around fundamental cloud issues like security, technical capabilities, and implementation. ITC will continue to mature the CIC to include recent and relevant information related to cloud and promote its use as a tool to share best practices and expand usage of cloud within the Government.

Defense Enterprise Office Solution (DEOS) was awarded in November 2020 and is available to all Department of Defense (DoD) organizations as the preferred contract vehicle to obtain commercial cloud hosting modernization services to transition legacy office productivity and collaboration applications with an approved standard cloud-based solution. Under DEOS, DoD mission partners can implement the transition of Microsoft Office 365 and associated capabilities to a cloud environment. DEOS interoperability will help the DoD streamline use of cloud email and collaborative tools while enhancing cybersecurity and information sharing capabilities. GSA's Assisted Acquisition Services (AAS) assists mission partners by providing cradle to grave acquisition support. The BPA is currently achieving a 10% volume discount based on order volume.

In FY 2022, ITC will launch a new Multiple Award Schedule (MAS) Special Item Number (SIN) to house the Department of Treasury's Financial Management Quality Service Management Office (FM QSMO) Marketplace. The Marketplace housed in the new MAS SIN will provide access to commercial cloud-based core financial management systems, other related IT solutions, and IT professional services use Government-wide, in the following subcategories:

- Core Financial Management Solutions (Core FS)
- Additional Financial Management (FM) Solutions
- Financial Management (FM) Service/Solution Adoption and Transition Services
- Financial Management (FM) Technology Operations Support Services

The new FM QSMO Marketplace will also provide agencies with access to innovative and proven financial management solutions and expert guidance that will advance Government-wide financial management objectives and modernized systems, including:

- Standardized processes and data
- Reduced operations and maintenance costs
- Modernized and automated processes
- Improved customer satisfaction

IT Services — invests in the development of the next generation of Government-wide Acquisition Contracts (GWACs). Agencies spend approximately \$18.9 billion annually through GSA's GWACs and MAS. The current GWACs ensure agencies continue to have access to solutions and premier providers of IT services and are designed to meet diverse agency IT services requirements. All GWAC vehicles continue to meet the rigorous category management performance criteria and have been designated BIC vehicles by OMB.

For decades, the GWACs have promoted the growth of the small business community. In FY 2021, ITC awarded the 1st cohort of the 8(a) STARS III GWAC to 430 8(a) program participants on June 17, 2021. This is the follow-on to the 8(a) STARS II GWAC, whose ordering period

ended on August 30, 2021. GSA's successful 8(a) small business set-aside GWACs provide flexible access to customized IT solutions from a large, diverse pool of 8(a) industry partners. The success of this program is demonstrated by increased customer demand resulting in the contract ceiling for customer obligations being raised three times on STARS II from \$10 billion at the start of FY 2019 to \$22 billion in July of FY 2020. Due to the past success of GSA's 8(a) GWACs, STARS III has a \$50 billion ceiling, with a 5-year initial ordering period and a 3 year option.

Additionally, planning is underway on the first GSA GWAC to feature multiple small business programs through a single offering. This GWAC, Polaris, will bring emerging technologies, innovation, and IT modernization to the Government and allow small businesses across various socioeconomic categories to support Government agencies in these critical areas.

IT Security — provides products and services to protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity, and availability. These products and services meet key requirements for many Federal, state, and local government customers; they protect privacy and health data and are vital for maintaining IT security.

The subcategory also participates in the development of the SCRM program to increase the security of GSA-offered IT products and services. The program provides standard methodologies, procedures, tools, and templates for category managers to apply to ITC contracts, thereby enabling agencies to make better risk-based purchasing decisions.

Another high-impact program managed within the IT Security subcategory is the Highly Adaptive Cybersecurity Services (HACS) Program. The HACS program offers ongoing vendor technical evaluation, and customer outreach to assist agencies in complying with Government-wide requirements to assess, monitor, and manage High-Value Assets. In FY 2019, HACS were consolidated from four SINs into a single SIN, with five subcategories to include multiple new

facets of services. This consolidation supports GSA's goal of simplifying the acquisition process through the reduction of SINs.

Within the IT Security Subcategory, the USAccess HSPD-12 Managed Service Office provides Federal Information Processing Standard Publication 201 compliant Personal Identity Verification (PIV) card issuance services to over 600,000 Federal employees and contractors with 104 Federal agencies, commissions, and boards.

In response to the COVID-19 pandemic in the first quarter of FY 2021, the USAccess HSPD-12 Managed Service Office's launched a pilot in collaboration with the United States Postal Service (USPS) to maintain enrollments, card issuance/printing, and card maintenance services. Due to customer demand, the pilot was extended beyond its initial 90-day operations and is now under consideration for permanent operating capabilities across the country. In FY 2022, the program will continue to work with USPS to explore opportunities for future expansion efforts, with next steps to include a partnership with the Department of Veterans Affairs.

Also, within the IT Security subcategory, the Federal Public Key Infrastructure (FPKI) Management Authority is a shared service enabling identity management practices for secure physical and logical access, as well as information sharing across Federal agencies and between external business partners through the execution of digital certificate policies and standards. FPKI provides Government-wide benefits and helps Federal agencies comply with key cybersecurity mandates, directives, and policies.

Professional Services and Human Capital Categories

The Office of Professional Services and Human Capital Categories (PSHC) manages non-IT professional and human capital services contract programs, GSA's SmartPay® 3 commercial payment solutions program, and leads the Federal Government's professional services category management activities.

PSHC's goals are to:

- Be tenaciously customer centric by improving Federal agencies' and its suppliers experience by making it easier to work with the organization and the contract programs it manages
- Collaborate for innovation by developing market-leading shared services that help customers more efficiently use taxpayer dollars
- Shift toward modernization by providing customer-centric secure marketplaces - of quality services providers - which drives standardization, integrates solutions, and responds to agency business needs

Professional Services - is the second-largest category of contract spend in the Federal Government. In FY 2021, \$101.2 billion in total contract obligations were awarded of which about \$21.9 billion were awarded through PSHC's Multiple Award Schedule (MAS-PS) and OASIS contract programs. Overall, the category experienced 13% growth in total obligations compared to FY 2020, with PSHC Government-wide contracts realizing business volume growth of 4%.

Through its two Government-wide contract programs, PSHC manages 4,528 MAS-PS contracts and 1,285 OASIS contracts. Small business contracts account for 3,622 (80%) of the MAS-PS contracts and 899 (70%) of the OASIS contracts. In FY 2021, MAS-PS business volume increased slightly (less than 2%) with \$11.2 billion in reported sales, with \$4.3 billion (38%) of sales awarded to small businesses. In FY 2021, OASIS business volume increased by about 7% with \$10.7 billion in reported obligations, with \$4.1 billion (38%) of these obligations awarded to small businesses through 279 task orders.

In FY 2022 and FY 2023, PSHC will continue to support agencies in achieving their professional services category management goals through various efforts.

Such efforts include:

- Co-leading a cross-functional team to build a Services Marketplace for Federal agencies' use
- Awarding a new and improved services Multi-Agency Contract (MAC) as well as completing MAS consolidation efforts
- Expanding use of the best-in-class OASIS contract, and its new OASIS 8(a) contract program
- Strategically supporting high-spend Federal agencies with procurement spend analysis and tailored acquisition strategies
- Publishing new acquisition planning packages (playbooks) for commonly acquired services
- Hosting professional services contract opportunities forecasting events for industry
- Educating and training agency acquisition professionals and industry partners through webinars, social media, and in-person events
- Expanding its supplier relationship management program and its Civilian Services Acquisition Workshop (CSAW) program to promote the use of performance-based contracting

GSA SmartPay® - GSA SmartPay® is the world's largest government charge card and related payment services program, supporting over 500 Federal agencies, organizations, and Native American governments. The program provides customer agencies with a portfolio of commercial

purchase, travel, fleet, and integrated payment solutions with no upfront cost. Best-in-class master contracts with multiple banks allow agencies and organizations across the Government to obtain innovative payment solutions to support their mission needs.

GSA SmartPay® has generated more than \$5.2 billion in agency refunds since its inception in 1998. In FY 2021 alone, the program supported more than 69 million in agency transactions through 5.4 million accounts, totaling \$29.2 billion in spend and resulting in \$389.8 million in agency refunds.

The COVID-19 pandemic continues to have a significant impact on Government operations, particularly with regard to ongoing decreased official travel spend on Government travel charge cards. In FY 2021, agencies spent a total of \$5.5 billion through these cards as compared to FY 2019 pre-pandemic travel card spend of \$9 billion, a 39% reduction. This decrease in travel charge card usage resulted in reduced Office of Charge Card Management revenue in FY 2021. Reduced program revenue is projected to continue into FY 2022 and FY 2023, despite slightly increased agency GSA SmartPay program spend through purchase and fleet charge cards.

In FY 2022 and FY 2023 GSA's Center for Charge Card Management will continue to work with agencies to assist them in optimizing the use of the GSA SmartPay® program. Additionally, the program is applying optimization measures internally and capturing lessons learned in order to share with customer agencies.

Human Capital - supports the Federal Human Capital category led by the Office of Personnel Management (OPM), by offering a wide variety of human resources and administrative services to improve the quality of human capital outcomes through simplified buying processes. PSHC, through the Multiple Awards Schedule - Human Capital (MAS-HC) and Human Capital and Training Solutions (HCaTS), provides Federal buyers access to contractors with both simple and complex services that support the entire human-capital life cycle as described in the Federal Human Capital Business Reference Model (HCBRM).

MAS-HC manages approximately 700 Tier 2 SUM contractors through GSA's MAS program. In FY 2021, agencies have spent \$740 million through these contracts. In FY 2022 and FY 2023, MAS-HC will continue to focus on consolidating its contracts as part of FAS's MAS consolidation initiative and will expand training for both agency buyers and industry on how to use and manage their MAS-HC contracts and task orders.

HCaTS is a BIC contract that provides complex human capital and training services through over 200 contracts. In FY 2021, GSA added 44 8(a) companies to HCaTS 8(a) Pool 1 and Pool 2. These awards provide the 8(a) community expanded access to the HCaTS BIC contract program while creating more options for Federal agencies to meet their 8(a) business

development program goals through both competitive 8(a) set-asides and 8(a) direct task order awards. GSA and the Small Business Administration are excited to expand access to a Tier 3 BIC contract within the 8(a) community while creating more options for Federal agencies to meet their socio-economic goals.

In FY 2022 and FY 2023, PSHC will focus on supporting Federal buyers using the HCaTS contracts through the program's expanded industrial base. The program will actively engage with vendors and Federal customers to ensure agency requirements are well defined and that the industrial base is well positioned and informed to meet agency needs. Additionally, the program will continue its efforts to partner with industry and customers to provide training, seminars, and workshops.

Technology Transformation Services

Technology Transformation Services (TTS) aims to transform the way Government agencies build, buy, and share technology. The operations for TTS are funded by both the ASF as well as through appropriations to the Federal Citizen Services Fund (FCSF). The operations funded by the FCSF enable public access and engagement with the Government through an array of public and agency-facing products and programs. The FCSF-funded initiatives within TTS help individuals, businesses, other governments, and the media to easily interact with Federal information, services, benefits, and business opportunities. Additionally, the ASF-funded portions of TTS help agencies make their services more accessible, efficient, and effective by building, providing, and buying technology applications, platforms, processes, personnel, and software solutions. TTS emphasizes transparency and user-centered design. In FY 2022 and FY 2023, TTS will continue to partner with agencies, industry, and the digital technology community to build the foundation for the Government's digital transformation through the offices and programs described below.

Office of 18F - is a team of designers, engineers, product managers, and acquisition specialists. 18F is a technology consultancy for the Government, inside the Government, that works with agencies to successfully deliver digital strategies and efficient, easy-to-use, and accessible digital services to the public. 18F works in the open to iteratively build roadmaps and systems, and assist agencies in modular procurement by focusing on the needs of users while using agile development techniques to move quickly and reduce risk.

The 18F program underwent changes in FY 2020 and FY 2021 to better position the organization for cost recoverability. 18F made changes to their business model by reducing non-billable hours for individual contributors and increasing billable hours for supervisors and directors. In addition, 18F is investing more in business development and more robust business structures which includes the creation of the Public Benefits Portfolio, the National Security and Intelligence Portfolio, and the Justice and Courts Portfolio.

In FY 2020 and FY 2021, 18F did experience some negative impacts of the pandemic as some potential customer projects were lost as customers focused on pandemic-specific activities including the ability to operate in a completely virtual environment. However, 18F was still able to partner with several agencies to improve the public's experience with the Government. For example, 18F worked with the Department of Justice's Civil Rights Division to launch a user-friendly online submission experience at civilrights.justice.gov to transform the way the Division collects, sorts, and responds to civil rights reports. 18F also helped the U.S. Tax Court build and launch a new, open-source case management system, named DAWSON, that makes it easier for the public to resolve tax disputes. For the first time, people without lawyers can start a new case online in an easy-to-understand process. The new system is also easier for Court staff as well – with streamlined processes and better usability.

In FY 2022 and FY 2023, 18F will continue to focus on making the organization run more effectively by testing a new weekly billing model and partnering with designated High-Impact Service Providers (HISPs) to work on improving the public's most meaningful priority life experiences.

Presidential Innovation Fellows (PIF) Program - unites industry's brightest technologists, designers, and strategists with Federal leaders to tackle issues at the convergence of technology, policy, and process. By embedding senior-level technology leaders into agencies as trusted advisors and "entrepreneurs in residence," PIF empowers partner agencies to challenge existing paradigms, rethink problems, and pilot and scale novel, agile approaches.

In FY 2021, PIF grew to 62 fellows leading initiatives at 22 agencies. The PIF program improved on several key financial and performance metrics in FY 2021 and was fully cost recoverable for the fourth year in a row. PIF also doubled down on AI efforts with 12 of PIF's 26 agency projects in FY 2021 focused on AI, and 15 Fellows in the newest cohort have deep technical expertise across areas like computer vision, natural language processing (NLP), neural networks, and advanced predictive and prescriptive analytics.

The impact of AI in Government is profound, as PIF's AI work will:

- Help combat hiring biases with the U.S. Department of Labor Office of Disability Employment Policy
- Protect human health and the environment with the Department of Energy and Environmental Protection Agency
- Advance COVID-19 diagnostics and at-home testing with the National Institute for Biomedical Imaging and Bioengineering
- Use data to advance civil rights with the U.S. Department of Justice Civil Rights Division.

In FY 2021, PIF continued to work hand-in-hand with agency leaders to advance the human-centered COVID-19 response. PIF worked with the U.S. Department of Veteran Affairs (VA) to develop the VA's coronavirus chatbot, a conversational technology that helps veterans and caregivers find important information, answering 150K+ COVID-19 questions from veterans, and cutting the call center volume in half, enabling providers to focus on urgent needs. Additionally, PIF helped to maximize telehealth coverage with the launch of telehealth.hhs.gov, a site that equips patients and providers with plain language resources on telehealth. Feedback from this effort has been positive, and the site reached more than 995K users.

In FY 2022, the PIF program is continuing to grow and recruit the best private-sector innovation talent. In addition, PIF is striving to diversify its portfolio to build a stronger presence within agencies where Fellows are best suited to drive technology modernization. PIF plans to work closely with other TTS programs and the Administration to accelerate AI adoption across the Government. Lastly, PIF will continue to provide a positive customer experience by utilizing the feedback provided in customer experience surveys from agency partners.

In FY 2023, the PIF program will be transferred from the ASF to the FCSF at the start of FY 2023 to facilitate improved operations. The PIF program is fully cost recoverable and currently operates under the Economy Act, which prevents it from entering into agreements across fiscal years. Transferring PIF to the FCSF will enable the program to use the broadened reimbursable authority of the FCSF as requested in GSA's Administrative Provisions, which will allow the program to enter into agreements that cross fiscal years and better serve its partner agencies.

Login.gov — is an authentication and identity verification system available for use by Government partners. Login.gov simplifies secure access to online Federal services for the public while reducing costs for taxpayers and Federal agencies. The system was designed and developed as a partnership between TTS and U.S. Digital Service and leverages over a dozen private-sector tools and services. At the end of FY 2021, Login.gov was serving 221 agency applications in production, with over 38 million registered users. It is continuing to grow rapidly, with an average of over 2.5 million authentications per week as of the end of quarter one of FY 2022.

Demand for identity verification is also very strong. The program has successfully launched with several partners in FY 2021 and projects additional agency launches in FY 2022. While Login.gov has achieved a 95% renewal rate, it has had to delay some launches as it lacked the capacity to support them in FY 2021. Login.gov anticipates growing its team commensurate with exponential demand for identity verification services (and a steadily growing authentication user base). A demand that is looking to increase its identity verification services tenfold to several million validated identities in FY 2023.

Additionally, at the end of FY 2021 the Login.gov program was awarded \$187 million from the Technology Modernization Fund's (TMF) American Rescue Plan appropriation. This TMF funding will allow GSA to further scale the Login.gov shared service by increasing cybersecurity identification and protection for current and future users, adding equitable identity verification and in-person options for vulnerable populations, and growing the Login.gov environment by reducing the barrier to entry for agencies to allow for Login.gov to increase usage to a higher percentage of citizen participation. The resulting benefits of this project include increasing identity verification services, reducing fraud, expanding access to digital services for millions of citizens, and reducing Government-wide costs at scale.

Cloud.gov and Federalist — are shared services designed to expedite cloud adoption Government-wide. Both products accelerate procurement, Authority-to-Operate (ATO), and security compliance processes, allowing teams to focus on delivering the highest value to their users.

Cloud.gov is a cloud-based platform-as-a-service, tailored for the needs of the Federal Government. Cloud.gov maintains a FedRAMP Joint Authorization Board Moderate-level authorization and provides a strong security and compliance foundation for new digital services. In FY 2021, cloud.gov operated in 25 Federal agencies and was used in 54 production systems. Cloud.gov has a renewal rate of 95 percent and maintains a growing and dedicated user-base. In FY 2022 and FY 2023, cloud.gov anticipates increased demand for cloud services and is well-positioned to expand to new offices and agencies.

Federalist is a modern publishing platform for Government websites. In a matter of minutes, a team can build a new website using the U.S. Web Design System. Federalist is built on cloud.gov's infrastructure and carries a built-in ATO provided by GSA. With Federalist, teams can launch a new website to production in days, not months. In FY 2021, Federalist hosted over 137 production websites in 22 agencies, serving over 65 million visitors per year. Federal law now requires all new sites to be accessible and mobile-friendly; thereby driving demand for Federalist and continued growth of the platform in FY 2022 and FY 2023.

Forms.gov — is a cloud-based software-as-a-service (SaaS) designed for agencies to expedite delivery of digital forms with secure electronic signatures. Forms.gov is built to simplify security compliance, shorten time to market, and provide a consistent user experience with highly-secure, accessible forms delivered on-demand. The demand for forms.gov is driven by multiple legislative and policy initiatives requiring Federal agencies to provide digital, easy-to-use and accessible forms with electronic signatures. The system was built to maximize leveraging of private-sector innovation through existing COTS and open-source software. Partner agencies have the option to build their own custom form-based applications using the forms.gov platform or they may choose to leverage out-of-the-box capabilities requiring low/no-code development. The forms.gov platform handles the security and maintenance of all the necessary front-end,

API's, backend services and data management infrastructure and facilitates data integration with agency backend systems.

By the end of FY 2021, Forms.gov had officially launched their first live form for the *Made in America* initiative to support administration priorities outlined in E.O. 14005. Forms.gov currently is expanding its scope to handle Moderate-level data as part of its existing Authority to Operate (ATO). In FY 2022, Forms.gov anticipates expanding partnerships with agencies to provide a Government-wide shared service offering. In FY 2023, Forms.gov anticipates continued demand growth due to several planned initiatives and planning for an eventual FedRAMP authorization in FY 2024.

Centers of Excellence (CoE) — focuses on enterprise-wide modernization by engaging agencies on the following functional areas: Artificial Intelligence, Cloud Adoption, Contact Center, Customer Experience, Data Analytics, and Infrastructure Optimization.

In FY 2021, the CoE experienced some challenges that negatively impacted operations compared to FY 2020. Challenges included an overall decrease in the number of new agreements signed as customers reprioritized activities to address pandemic-related workforce and continuity-of-operations issues, as well as an unexpected decrease in billable staff due to unplanned attrition combined with limited ability to hire new staff.

Despite these challenges, the CoE engagement portfolio remained strong. The CoE completed two engagements at DoD's Joint Artificial Intelligence Center (JAIC) and the U.S. Department of Homeland Security's Federal Law Enforcement Training Centers (FLETC). Additionally, the CoE signed continuation agreements for partnerships with the U.S. Department of Agriculture, (USDA), U.S. Department of Housing and Urban Development (HUD), U.S. Office of Personnel Management (OPM), U.S. Department of Labor (DOL), Centers for Medicare & Medicaid Services (CMS), U.S. Department of Health and Human Services (HHS) National Institutes of Health Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD), NIH National Libraries of Medicine (NLM), U.S. Food and Drug Administration (FDA), and the United States Library of Congress, Copyright Office. CoE also launched new engagements at the Federal Emergency Management Agency (FEMA), the U.S. Department of Veterans Affairs (VA), and the Centers for Disease Control (CDC).

These engagements further demonstrate the ability of CoE's modernization implementations to improve agency IT operations and the public's interaction with the Federal Government. Significant customer impacts achieved in 2021 include:

- Delivering the ATO and Release 1.0 for the Joint Common Foundation at JAIC
- Designing and delivering FDA's people and culture transformation strategy, called "New Ways of Working" (NWOW), then leveraging NWOW to assist the FDA in achieving priority elements of their Technology Modernization Action plan
- Laying infrastructure for DoL to execute on the American Rescue Plan Act (ARPA) and co-creating an end state data structure, providing senior level guidance, education, and coaching
- Creating a remote infrastructure for NLM employees
- Creating a cloud-based data catalog for STB (Surface Transportation Board)
- Enabling GAO's first instance on the Cloud and standing up an innovation lab
- Modernizing OPM's retirement calculator including its migration plan to cloud and helping to address the people part of the change to cloud through the CoE innovation adoption practice
- Creating a roadmap for Copyright to modernize its public facing contact center to reduce lines and delays

In FY 2022 and FY 2023, the CoE will continue its growth and technology modernization approach to improving Government and the public's experience, while implementing business model changes designed to achieve full cost recoverability. The CoEs anticipate expansion to 24 cumulative agencies and 45 cumulative functional centers engaged across the 24 agencies.

Travel, Transportation and Logistics Categories

The Travel, Transportation and Logistics Categories (TTL) portfolio provides agencies with a broad scope of innovative and cost-effective services covering travel, transportation and relocation services, motor vehicle acquisition, and fleet management services.

The COVID-19 pandemic has had a significant impact on TTL in FY 2020 and FY 2021 and is projected to continue to impact the program in FY 2022. The pandemic has resulted in substantial decreases in customer demand for every TTL offering as customers are not driving as many miles, buying as many new vehicles, traveling, or transporting as many goods.

Operations within this portfolio include two major business lines: the Office of Fleet Management (GSA Fleet), and the Office of Travel, Employee Relocation, and Transportation.

GSA Fleet delivers vehicle and vehicle-related equipment buying, leasing, and short-term rental shared service programs across the Federal Government and is composed of the Fleet Purchasing and Fleet Leasing business lines.

During FY 2021, GSA Fleet took an active role in helping agencies to plan for and deploy zero emission vehicles (ZEVs) within available resources. This is a major priority of the Administration that requires dedicated resources, including GSA appropriations requested in the Electric Vehicles Fund, to support a surge in electrification. GSA has been working with agencies to plan and do limited deployments within current budget levels. In FY 2022 and beyond this type of support will continue and is anticipated to grow as dedicated funds are provided to purchase and deploy ZEVs and charging infrastructure. GSA Fleet also is actively engaged with suppliers to ensure that as new models of vehicles are released, they can be made available to Federal customers and incorporated into the Federal Fleet.

In FY 2022, GSA Fleet will continue to build upon the progress made in FY 2021 to modernize and migrate its suite of fleet management applications and their datasets from mainframe-based legacy systems to a single application with a cloud-based architecture called GSAFleet.gov. The system's modernization will bring efficiencies to the program by using IT to reduce duplication, automate manual tasks, collect and analyze data, and improve the user experience. This investment will improve the customer and supplier experience when using GSA Fleet systems to buy, lease, and rent vehicles and equipment.

Fleet Purchasing — GSA is the mandatory source for DoD and Executive agencies purchasing non-tactical vehicles in the United States. The program provides services to reduce overhead costs across the Government associated with multiple motor vehicle acquisition programs. By aggregating demand and thus increasing the negotiating power of the Federal Government, the Fleet Purchasing program saves on the overall cost of vehicles, obtaining prices substantially lower than dealer invoice. Each year, the Federal Government procures approximately 50,000 vehicles through GSA Fleet's Purchasing program. The program also offers standardized equipment packages that are mission ready for agency customers, including law enforcement, ambulatory/wheelchair accessible, medium/heavy-duty trucks, and other first responder vehicles, such as firefighting, counterterrorism, diplomatic/executive security, and disaster/recovery vehicles. In addition to purchasing vehicles, GSA established BPAs for charging infrastructure and is pursuing new contracting actions to update its charging infrastructure offerings to continue to support the Federal Government's electrification efforts.

Fleet Leasing — provides full-service leases for more than 220,000 non-tactical vehicles to Federal agencies and other eligible customers each year. The program provides agencies with end-to-end fleet management services including:

- Vehicle acquisition and disposal
- Maintenance control and accident management
- Fuel and loss prevention services
- A fleet management system to provide data and analytics on fleet operations.

The National Maintenance Control Center and the National Accident Management Center support all leased vehicles by offering agencies preventive maintenance, repair, and accident management services at best value, helping to prevent the Government from incurring higher maintenance costs. Additionally, the program also provides a GSA Fleet Card with each vehicle for the purchase of fuel and minor maintenance, helping the program control costs, and monitor waste, fraud, and abuse.

Fleet Leasing is committed to improving fuel efficiency across the leased fleet; each year, GSA replaces eligible vehicles in the GSA-leased fleet with new, more fuel-efficient vehicles. In support of the Administration's goal of electrifying the Federal fleet, GSA is requesting \$300 million in funding in FY 2023 for the Electric Vehicles Fund. If authorized, this funding will be transferred and merged with the funds of Federal agencies, including the ASF, for the procurement of ZEVs and the associated charging infrastructure. The GSA Fleet Leasing operating model provides agencies self-sustaining options for obtaining ZEVs as they become available in the commercial marketplace, into perpetuity. GSA can leverage the stability of its program and this additional funding to significantly increase the number of ZEVs in the GSA leased fleet through purchasing ZEV replacements.

Additionally, GSA Fleet continues to work with Federal agencies to consolidate agency-owned vehicles, replace costly commercial leasing arrangements, and improve the collection and management of data that are essential in effectively acquiring and managing fleet vehicles. In FY 2020, GSA Fleet successfully transitioned 1,597 agency-owned vehicles into GSA's leased fleet and ordered 2,632 additional vehicles for customers to support expanded mission requirements, replace commercial leases or replace agency-owned vehicles. In FY 2021 GSA Fleet consolidated 2,951 agency-owned vehicles into the leased fleet and purchased 3,061 additional vehicles for existing leasing customers.

In FY 2021, GSA Fleet continued rolling out its telematics program, installing devices on leased vehicles. Installations of telematics devices will continue into FY 2022, leading to improved data collection and better fleet management both by GSA and its customers.

COVID-19 has continued to impact the Fleet program in FY 2021 through reduced miles driven on the leased fleet, supply chain issues and delays, and resulting market effects. The impact of COVID-19 on GSA Fleet Leasing in FY 2022 is uncertain as there are many economic factors related to the pandemic that have an impact on Fleet's operations and financial performance. The supply chain impacts that result from surges in COVID-19 cases, stimulus bills, and return-to-facilities plans across the Federal Government will all impact how GSA Fleet performs financially in FY 2022. These factors are directly related to GSA Fleet vehicle miles traveled, fuel costs, maintenance and repair costs, quantity of total vehicle acquisitions, quantity of leased vehicles sold, proceeds on Fleet Leasing vehicle sales, and GSA's ability to consolidate agency-owned vehicles into the leased fleet.

Travel, Employee Relocation, and Transportation — manages three program and acquisition centers offering a variety of services related to the travel and relocation of Federal employees and the transportation of Federal property: the Travel Management Division, the Employee Relocation Resource Center Division, and the Transportation Management Division.

In FY 2022, the programs will focus on category management and continued Government-wide customer service and supplier relationship management strategies. Specifically, the programs will improve data collection and analytics for better performance management and increasing category spend under management.

Travel Management Division — manages the E-Gov Travel Service 2 (ETS2), GSA's City Pair Program (CPP), FedRooms®, and the Travel Category Schedule.

The Travel Management Division has seen significant declines in travel as a result of COVID-19. For FY 2021, travel utilization was approximately 43 percent of FY 2019 levels based on airfare data. The program anticipates travel will slowly rebound in FY 2022, but as agencies look to alternative solutions for travel (such as video conferencing and online training) the longer-term impact is highly uncertain. Preliminary projections of utilization in FY 2022 are somewhere between 43 to 65 percent of FY 2019 levels.

ETS2 provides web-based, end-to-end travel management services that include: travel planning, authorization, online booking, travel agency support, and reimbursement to user agencies. Despite the impacts from COVID-19 in FY 2021, 59 agencies are deployed on ETS2.

The City Pair Program leverages the Government's buying power and negotiates discounted airfares with commercial airlines for scheduled airline passenger transportation services. In FY 2021, partner agencies used the City Pair Program to purchase about 1.85 million tickets, saving about \$992 million Government-wide when compared to similar commercial airfares.

The Travel Services Solution Schedule provides emergency management lodging and travel management center offerings; while the FedRooms® lodging program offers Federal employees with access to over 8,900 properties globally, and in FY 2021, has saved about \$40.7 million Government-wide.

In FY 2022 and FY 2023, the Travel Management Division will look to increase utilization of its business offerings in alignment with Category Management principles, specifically with regard to ETSNext (the anticipated successor program to ETS2 for modernized end-to-end travel management services), DoD travel management center services, ride-share, and long-term lodging. In addition, the Travel Management Division will consider mitigation options to address COVID-19 travel demand impacts by reviewing its revenue and expense model to look for opportunities to maximize returns to the Government.

Employee Relocation Resource Center — The Employee Relocation Resource Center (ERRC) is a Government-wide center for employee relocation products and services, with high customer and supplier engagement and loyalty. The ERRC offers Federal agencies a streamlined procurement process with flexible programs, subject matter expertise, and program support for two primary offerings for executive agencies: employee relocation services, and household goods shipping services. In FY 2021, the program secured more than 88 percent agency adoption with civilian agencies. In FY 2022 and FY 2023, the ERRC will explore opportunities to ensure partner agencies procure relocation services effectively through a shared services managed solution.

The Transportation Management Division — provides two major services: multimodal freight, and transportation schedule services. Both services offer competitive rates, industry expertise, and management of transportation services for civilian customers Government-wide. In FY 2021, the Transportation Management Division partnered with the ERRC to collapse system requirements and deploy a modernized rate-procurement and shopping system at less cost to the Government. In FY 2022 and FY 2023, the program intends to leverage its Tier 2 Category Management designation to increase spend under management Government-wide.

The Office of Systems Management

The Office of Systems Management (OSM) is composed of the Integrated Award Environment (IAE), the Common Acquisition Platform (CAP), and the FAS Systems Governance Committee (FSGC).

Integrated Award Environment (IAE) - is an E-Government initiative that provides centralized technology and processes to support a modernized Federal award environment. IAE operates several legacy systems, which are in the process of being modernized and converged, to reduce the administrative burden and improve user experience and compliance for Federal and industry officials alike across the Federal award processes.

In response to the ongoing crisis of the COVID-19 pandemic, the passage and enactment of the ARPA provided economic revitalization to entities seeking various forms of monetary relief through a defined set of financial assistance programs to be administered by multiple Departments and Agencies. In order to access this relief, many entities are required to register with the Government via IAE Systems. IAE quickly aligned resources to meet the surge in registrations from applicants seeking relief.

IAE continues to successfully move forward on the large-scale modernization effort to consolidate the 10 disparate IAE systems into a cohesive, modern infrastructure. As of the end of 2021, five of the 10 IAE systems have been fully retired, along with a major component of a sixth system, leaving just over four remaining systems on the roadmap to retire.

IAE is actively supporting the grant programs enacted in the Consolidated Appropriations Act of 2021 and the ARPA, ensuring that grant programs being implemented across the executive agencies are able to revitalize the American economy and the economic security of American companies.

In early FY 2021, IAE successfully launched the new Contract Data Reports module in beta.SAM.gov and retired the FPDS Reports module. As a result, SAM.gov (formerly called beta.SAM.gov) is the only place to create and run static, standard, administrative, and ad hoc contract data reports.

IAE continues to make regular updates to the legacy systems to incorporate new policy requirements, address issues, and make minor enhancements using technology to reduce burden for those doing business with the Government. For example, IAE completed the Federal Service Desk (FSD) transition to a new supporting contractor by launching the new FSD.gov

site with a new user experience in December 2020 with enhanced analytics capabilities. As a result of user and stakeholder feedback, IAE unveiled the new design of SAM.gov in April 2021, a design offering an enhanced search experience, new landing pages for each domain, as well as a centralized space for help and training resources.

IAE is actively addressing the shift from the DUNS Number to the Government issued and managed Unique Entity Identifier. By April of 2022, the Federal Government will stop using the DUNS number to uniquely identify entities registered in the System for Award Management

(SAM). At that point, entities doing business with the Federal Government will use a Unique Entity Identifier (UEI) created in SAM.gov. These entities will no longer have to go to a third-party website to obtain their identifier. Active registrants will have their UEI assigned and viewable within SAM.gov; there is no action for registered entities to take at this time. This transition allows GSA to streamline the entity identification and validation process, making it easier and less burdensome for entities to do business with the Federal Government.

IAE continues to be instrumental in supporting the Government's response to the COVID-19 pandemic by working with OMB to issue extensions to SAM.gov registrations and eSRS to provide administrative relief for entities doing business with the Government. In addition, IAE has provided extensive support to the Pandemic Response Accountability Committee and Treasury OIG to support tracking of CARES Act funding.

In FY 2022 and FY 2023, IAE will continue procurement data modernization initiatives by continuing the migration of the remaining legacy system functionality to the new modernized environment. IAE will continue to use human centered design principles, partner with agency users, and communicate with stakeholders Government-wide to implement the new unique entity identifier with streamlined entity validation processes. IAE will also continue its multi-year efforts to bring systems into full compliance with the 21st Century Integrated Digital Experience Act (IDEA) and GSA Guidance for Digital Presence. These efforts include continuing to focus on customers, making systems available on mobile devices, and bringing systems into full compliance with Federal user interface standards.

The Common Acquisition Platform (CAP) - serves as the program and product management resource for FAS, working with FAS business lines as well as all integrator functions to reengineer existing FAS business processes, enhance existing acquisition systems, and integrate new IT product systems and tools. CAP focuses on consolidating and modernizing FAS business systems supporting the acquisition workforce, customer agencies, and industry partners in the Federal acquisition process. CAP is driving enterprise-wide adoption of standard Agile software development best practices to improve product performance and user experience. CAP launched a new FAS-wide quarterly discussion series "Agile in Action" to share Agile best practices and lessons learned to promote the benefits of Agile which include enhanced and incremental value delivery, improved user experience, and delivery of quality, secure, and user-centered solutions to the FAS internal and external users. In FY 2021, CAP began to implement standard JIRA Project Templates across all modernization efforts to enable a standard view into project status. In FY 2022, CAP will begin implementing performance dashboards with metrics to gauge business value and project success.

CAP plays a critical role in the implementation of the Federal Marketplace Strategy (FMP). As a key participant in an overarching FMP coordination committee, CAP assists with identifying convergence issues across business systems to include dependencies, risks, and overlaps to

drive transparency and cross-portfolio collaboration, which drives improved investment management and a reduction in redundant business applications. CAP is leading the implementation of the enterprise CALM system to provide a modern, efficient contract writing system that supports the acquisition workforce.

CAP stood up the FSS19 Business Modernization Committee in FY 2021, which was established to create a formal governance process for identifying, assessing, and prioritizing changes and enhancements to the FSS19 modernization. This committee enables each stakeholder business line and/or FAS program initiative to fully collaborate and coordinate, resulting in shared ownership and assuring that the needs of all FSS19 users are met as best as possible.

CAP supports the Catalog Management effort as the product owner for the Authoritative Catalog Repository (ACR), leading and facilitating agile ceremonies to develop and establish a data repository to intake new MAS catalog products and services and provide a means for downstream applications to efficiently consume the data. CAP serves as the co-lead with GSA IT for the Unique Entity Identifier (UEI) initiative to ensure that 30 impacted FAS systems are ready by the April 2022 deadline. CAP is also a member of the Data Evidence and Governance Board (DEGB) and serves as the lead for DEGB's Data Processing and Systems Team (DPST).

CAP also supports other modernization efforts serving as product manager and providing varying levels of customized support for the Personal Property Management System (PPMS), G-Invoicing, and the Advanced Fleet Platform. CAP played a key role in the Multiple Award Schedule Consolidation effort leading the change management process and requirements definition to modify all impacted legacy systems and ensure a seamless transition when the consolidated schedule was launched. CAP was integral to the development of a standard implementation of a Multi-Factor Authentication solution which was successfully implemented on a number of existing legacy systems to include Advantage, OCMS, eOffer/eMod, and others. The implementation, which also included a PIV/CAC login capability, improved the customer experience by standardizing access to multiple GSA systems.

FAS Systems Governance Committee (FSGC) - provides a transparent and rigorous review of proposed funding for new initiatives as well as the continued evaluation of in-process initiatives. The FSGC is composed of representatives from the FAS Business Lines with representation from the Regional Offices and FAS Integrators, as well as advisory offices including GSA IT and OCFO.

In addition to conducting standardized and diligent reviews of proposed investments and in-process initiatives, the FSGC facilitates regular check-ins to ensure enterprise alignment between program owners and support offices. These check-ins also support the budget formulation process by ensuring transparency and alignment of the FAS IT budget.

In FY 2021, the FSGC established a subcommittee to study potential refinements to the investment funding process and criteria to ensure value is delivered in smaller increments and at reduced risk. This effort involved collaboration across GSA and across Government agencies. In FY 2022 and FY 2023, the FSGC will build on the insights and lessons learned to drive better outcomes across the enterprise.

Additionally, in FY 2022 and FY 2023, the FSGC will continue to strengthen its coordination with GSA IT to advance the FAS-wide system architecture, proposed business capabilities, and overall FAS investment strategy in alignment with the FAS Strategic Plan.

FAS Integrators

The FAS integrator offices support the business portfolios by providing strategic, organizational, and policy guidance to the business units. Integrator offices also maintain FAS business processes and IT systems; provide contracting support; build strategic partner relationships; and support the FAS workforce.

Executive Direction - provides leadership and overall executive and program direction to ensure the mission and responsibilities of FAS are effectively carried out. Executive Direction is composed of the Office of the Commissioner and the Regional Commissioners' offices. Each of GSA's 11 regions contain a Regional Commissioner's Office that oversees regional FAS operations while ensuring that the acquisition needs of Federal agencies are met.

Additionally, in FY 2021 the Human Resources Quality Service Management Office (HR QSMO) Project Management Office (PMO) transitioned from the Working Capital Fund (WCF) to the ASF under Executive Direction. The PMO continued to make significant progress in advancing the work needed to ensure that the HR QSMO is successful. In FY 2022, GSA's budget request focused on the expansion of human capital data standards work along with completing architectural reviews and associated analyses of the "as is" and "to-be" state of Shared Services Provider (SSP) technical environments. In FY 2022, OMB designated OPM as the lead agency for the HR QSMO. As a result, GSA's FY 2023 budget request does not account for any HR QSMO related activity, including the PMO funded by the ASF. GSA will transfer all intellectual property associated with the HR QSMO to OPM.

Office of Customer and Stakeholder Engagement (CASE) - identifies and addresses customer needs utilizing the Voice of the Customer, Voice of the Supplier, data analytics, and customer feedback. CASE manages the FAS opportunity pipeline and uses the principles and practices for strategic account management to ensure FAS is coordinated with customers and industry partners. CASE engages with the vendor community and Federal, state and local agencies through communications, training, industry events, and the FAS corporate content on the GSA.gov channel.

In FY 2021 and beyond, CASE will continue to support improving service to suppliers and customers by coordinating with FAS portfolios. CASE has developed an opportunity pipeline review and analysis process to portfolios in understanding how to better anticipate agency requirements and improve FAS solutions. CASE is working with the portfolios to capture all relevant customer relationship data in a single repository for use across FAS. Additionally, CASE will also continue to expand on GSA-sponsored virtual training events to share lessons learned and acquisition techniques in key market segments.

Office of Enterprise Strategy Management (OESM) - manages FAS's strategic planning, helps FAS programs develop and execute business plans to meet their goals, and provides support to the 10 Government-wide category managers while working with agencies on adoption of category management practices. OESM also leads high-impact FAS-wide efforts such as the Federal Marketplace initiative and the transition to an integrated digital experience. Further, OESM leads governance of FAS data assets to ensure data standardization, transparency, and privacy; all of which will support analytics and data-driven decision making to ensure the FAS workforce is prepared to help FAS meet its mission.

In FY 2022, OESM will more tightly integrate FAS's investment and executive performance planning processes, including organization-specific performance reporting. Tighter integration will result in further improvements in FAS's ability to execute business strategies and achieve business goals. OESM will also continue execution of the Federal Marketplace Strategy dedicated to making it easier to do business with FAS. In FY 2023, Federal Marketplace improvements will focus on continued improvements to the MAS program, improving the underlying data supporting product and service search capabilities offered through GSA contracts, assessing the proof of concept on commercial buying, and expanding implementation of the FAS-wide CALM system. In addition, the FAS Digital Experience effort will continue iterating on improvements to the customer buying process, and debut new tools to enhance the experience of suppliers doing business in the Federal marketplace. OESM will refine the digital tools and services available to agency buyers, suppliers, and the FAS acquisition workforce. OESM will continue to grow and challenge the workforce by moving to higher levels of GSA's workforce planning maturity model, as well as build a strong pipeline of FAS leaders through entry-level and mid-career development programs.

Office of Policy and Compliance (OPC) - establishes the standards and framework for managing FAS's acquisition workforce through real world training, is dedicated to contract integrity, and facilitates a consistently positive agency partner experience in order to improve acquisition outcomes. OPC ensures operating practices are consistent across business lines and FAS activities are compliant with applicable laws, regulations, and policies. OPC maximizes the use of data tools and analytics to overcome data quality issues at scale while also reducing the burden of analysis placed on the acquisition workforce.

In response to the Secure Technology Act (December 21, 2018), OPC has led the development of the SCRM strategy and implementation plan for FAS and also supports the Federal Acquisition Security Council (FASC) through GSA's council member, the FAS Commissioner. To further advance FAS's SCRM maturity from reactive to resilient, OPC has developed innovative activities to support SCRM through the blending of data and process automation for the removal of prohibited products. OPC is a key drafter in the FASC interim final rule on removal and exclusions of covered articles and information sharing, and plays a key role in the ongoing transformation of the SCRM Review Board.

In FY 2022 and FY 2023, OPC will continue to lead several FAS SCRM-related initiatives. OPC will continue to pilot third party risk management assessment tools to identify and assess third party risk. OPC also will continue its efforts to develop FAS' SCRM expertise and mature FAS offerings as they relate to SCRM by building the FAS SCRM Champion program with representation from every FAS office and lead FAS implementation of Section 889 of the FY 2019 NDAA. In addition to these SCRM activities, OPC also serves as one of the executive leads for Commercial E-Commerce Platforms (Section 846 of the FY 2018 NDAA).

Additionally, OPC will continue to monitor changes to the statutory/regulatory environment and execute policy actions associated with administration priorities such as trade, small business, sustainability, climate, and made in America initiatives.

Contracting Division - supports the acquisition needs of client agencies doing business with the AAS and ITC portfolios. By providing pre-award and post-award contracting support, the office maximizes competition, reduces lead time procurement costs, and ensures that customer objectives are being satisfied.

FAS IT Systems - provides development, operational, and management support to FAS business systems and applications. The ASF's FAS IT budget includes the contractual support and equipment funding for FAS' business systems. The GSA IT organization manages FAS' business systems in partnership with the Office of Systems Management (OSM) and FAS's portfolios to synthesize business system requirements around enterprise strategy and system architecture. FAS IT incorporates business knowledge and technological expertise to choose and implement the best solution available for FAS programs.

In FY 2021, FAS IT continued to utilize its multiple award BPA for system development and operations (COMET). Since awarding the COMET BPA, 18 call orders have been awarded for management and modernization of the FAS portfolio of applications. In FY 2021, FAS IT re-opened the solicitation to on-ramp additional small businesses because nearly all of the original COMET small business vendors had graduated. As a result, eight Small Business vendors were awarded contracts on the COMET BPA in December of 2021. As other IT contracts within FAS reach their logical end, these contracts will be competed as call orders under COMET,

which will result in a more cohesive acquisition and IT strategy for FAS systems. In FY 2022 and FY 2023, FAS IT will continue to partner with OSM and the FAS portfolios to plan, architect, develop, and deploy modernized systems which leverage the cloud, COTS, and open source to the greatest extent possible.

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration

WORKING CAPITAL FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

Appropriations Language	2
Working Capital Fund Overview	2
Program Description	3
Amounts Available for Obligation	5
Explanation of Changes	6
Working Capital Fund by Staff Office	8
Working Capital Fund Obligations by Object Class	9
Description of WCF Services by Office	10
Working Capital Fund Bill by Staff and Service Office	23

Appropriations Language

For the Working Capital Fund of the General Services Administration, \$10,900,000, to remain available until expended, for necessary costs incurred by the Administrator to modernize rulemaking systems and to provide support services for Federal rulemaking agencies.

Working Capital Fund Overview

The FY 2023 funding level for the Working Capital Fund (WCF) is \$802 million, including funding from all sources. The U.S. General Services Administration (GSA) continues to realize operational efficiencies, strengthen management controls, and improve performance by centralizing management and enterprise-wide functions and services within the WCF. This has allowed GSA to establish more consistent processes, uniform policies, and higher quality services while achieving economies of scale and stronger internal controls.

The FY 2023 WCF budget estimate for internal operations of \$738 million which will:

- Invest in vital human capital resources across business lines;
- Bolster critical cybersecurity and technology infrastructure;
- Focus on Administration & GSA priorities; and
- Budget for a 4.6% pay raise

The FY 2023 budget request funds critical investments both in cyber security and GSA infrastructure. The Budget provides funding for high-priority investments to combat the increasingly sophisticated malicious cyber activity from both nation-state actors and cyber criminals. This initial investment will allow GSA to increase our adoption of security best practices by employing a zero-trust security model, accelerate a movement to secure cloud services, and continue deploying foundational security tools such as multi factor authentication and encryption.

GSA will also place an emphasis on improving our infrastructure and space by investing in our Regional Office buildings. This funding will allow GSA to focus on priority Regional Office locations to modernize work spaces, invest in technology, and potentially reduce our real estate footprint. Emphasis will be placed on designing flexibility for the future, enhanced employee health and safety, hybrid work technologies, and improved shared services to better support GSA's workforce and our customers.

The request also funds a Government-wide mandated enhancement of the Financial Management Line of Business (FMLoB) financial system to support Treasury's G-Invoicing initiative which has a deadline of October 2022 (FY 2023). GSA's G-Invoicing Implementation efforts are complex and require each impacted GSA Business System to conduct extensive

analysis, research to properly design, architect and develop each application for aligning with Pegasys (GSA's financial system of record) and normalizing with G-Invoicing seamlessly. This funding will support the WCF portion only as the other GSA business lines will be funded out of their own account, as appropriate.

These critical investments reinforce the customer-supplier relationship by aligning service delivery to demand, ultimately enabling WCF customers to execute their missions more effectively.

The FY 2023 Budget also requests \$10.9 million in no-year appropriated funds for an additional installment toward modernization of the rulemaking systems. The modernization of these systems will help achieve a more modern, secure, scalable, and flexible IT platform that will be able to support new functionalities. These efforts will also result in decreased long-term operations and maintenance costs.

GSA continues to evaluate functions that are most effectively delivered through the WCF. The WCF based offices will continue to work closely with customers to identify efficiencies and meet their mission-support needs while providing higher-quality service and critical management controls.

Program Description

The WCF is a revolving fund that finances GSA's administrative services. Examples of these core support services include: IT management, budget and financial management, legal services, human resources, equal employment opportunity services, procurement and contracting oversight, emergency planning and response, and facilities management of GSA-occupied space. This account also funds liaison activities with the U.S. Small Business Administration (SBA) to ensure that small and disadvantaged businesses receive a fair share of the Agency's business. WCF offices also provide external administrative services such as human resource management for other Federal agencies, including small boards and commissions on a reimbursable basis. GSA's WCF operations are divided into four types of services: ***Internal Services, External Services, Major Equipment Acquisition & Development, and Direct Appropriations***

Internal Services: Enterprise-wide management functions and costs shared by all components of GSA, including some GSA rent, IT and telecommunications services, human resource services, procurement operations, facilities management for GSA-occupied space, legal services, and financial management services. These costs can be categorized by the following service areas: direct services to specific customers, common services to all customers, administrative/overhead functions, and third-party pass-through services such as transit subsidy benefits.

External Services: The WCF provides or coordinates the delivery of administrative services to other Federal organizations including small boards and commissions as well as larger agencies like OPM. GSA provides human resource services, IT and telecommunications services, and payroll support to these customers. GSA is reimbursed for the cost of providing these services through Interagency Agreements. The WCF also provides administrative support to home state or district offices for members of Congress. To accommodate a growing set of external services as GSA expands its shared service offerings, the Budget requests the flexibility to receive advance payments in the WCF, as discussed in the “Administrative Provisions” section of this Congressional Justification.

Major Equipment Acquisition & Development: In accordance with 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 (CFO Act) such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. These funds, which are composed of expired balances transferred from prior-year GSA appropriations, may be used only with the advance approval from the Committees on Appropriations of both houses of Congress. To enable GSA to better comply with the CFO Act, the FY 2023 Budget requests the ability to transfer expired balances in alignment with 40 U.S.C. § 3173(d) as well as the flexibility to use these funds on acquisition of services as well as equipment. The “Administrative Provisions” sections of this Congressional Justification contains two administrative provisions that would allow GSA to better comply with the CFO Act.

Direct Appropriations: The FY 2023 Request will support costs necessary for the modernization of critical rulemaking management systems. Also, in FY 2020 GSA received an appropriation in support of the Coronavirus Aid Relief Economic Security (CARES) Act that is being spent in FY20-FY22.

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Unobligated Balances:			
Carry forward	\$ 120,888	\$ 128,978	\$ 154,340
Recoveries from prior year balances	\$ 31,893	\$ 20,000	\$ 20,000
Transfers In (Lapsed Balances)	\$ -	\$ -	\$ -
Transfers In (TMF)	\$ -	\$ 22,081	\$ 6,400
Transfers Out (TMF)	\$ (9,669)	\$ -	
Direct Appropriations	\$ -	\$ -	\$ 10,900
Revenue	\$ 700,005	\$ 740,413	\$ 768,293
Obligations:	\$(714,140)	\$(757,131)	\$(795,550)
Major Equipment Acquisition and Development	[70,695]	[70,695]	[70,695]
Total, Unobligated Balances	\$ 128,978	\$ 154,340	\$ 164,384
Revenue:			
<u>Operating Programs:</u>			
Internal Services	\$ 670,619	\$ 690,019	\$ 721,974
External Services	\$ 29,386	\$ 50,394	\$ 46,319
Total, Revenue	\$ 700,005	\$ 740,413	\$ 768,293
Obligations:			
<u>Operating Programs:</u>			
Internal Services	\$ 684,483	\$ 705,654	\$ 738,331
External Services	\$ 29,386	\$ 50,394	\$ 46,319
Major Equipment Acquisition and Development	\$ -	\$ -	\$ -
Technology Modernization Fund Projects	\$ 49	\$ 22,643	\$ 6,400
Direct Appropriations	\$ 222	\$ 521	\$ 10,900
Total, Obligations	\$ 714,140	\$ 779,212	\$ 801,950
Net Outlays	\$ (6,765)	\$ 34,000	\$ 1,000
Total Employment (FTE)	1,937	2,061	2,085

Notes:

GSA requests \$10.9 million to modernize rulemaking management systems in FY 2023.
FY 2021 and FY 2022 Direct Appropriation obligations are related to CARES Act funding.

U.S. General Services Administration
Working Capital Fund

Explanation of Changes
(Dollars in Thousands)

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
FY 2022 CJ	2,021	690,017	27	46,733	0	10,000	0	0	0	28,500	2,048	775,250
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212
Net Change	13	15,637	0	3,661	0	(10,000)	0	22,643	0	(27,979)	13	3,962
FY 2022 CJ	2,021	690,017	27	46,733	0	10,000	0	0	0	28,500	2,048	775,250
Increases - Investments												
GSA IT - Cyber Security		2,500									0	2,500
GSA IT - Financial Data Environment Modernization		1,384									0	1,384
GSA IT - Database Transformation								562			0	562
GSA IT - Zero Trust								22,081			0	22,081
OCE - Enterprise Digital Experience	5	994									5	994
OSC - GSA.gov website Normalization	1	450									1	450
OGP - Evidence & Evaluation	1	500									1	500
OHRM - DEIA	1	504									1	504
OHRM - Talent Teams	6	1,849									6	1,849
Subtotal, Increases - Investments	14	8,181	0	0	0	0	0	22,643	0	0	14	30,824
Increases - Base												
GSA IT - Evidence & Evaluation		155									0	155
GSA IT - Laptops to support PBS		903									0	903
GSA IT - Telecom Support	2	425									2	425
GSA IT - Privacy Mandate		50									0	50
OCFO - PC&B True Up	2	2,092									2	2,092
OGC - PC&B True Up		1,467									0	1,467
OGC - Approved FTE during FY 2021	3	1,211									3	1,211
OHRM - PC&B True Up		2,000									0	2,000
OSC - Approved FTE during FY 2021	8	1,108									8	1,108
OSC - Approved FTE during FY 2021		45									0	45
WCF - Increase to External Programs		0		3,661							0	3,661
Subtotal, Increases - Base	15	9,456	0	3,661	0	0	0	0	0	0	15	13,117
Decreases - Base												
OHRM - Transit Subsidy Savings		(2,000)									0	(2,000)
GSA IT - Reduction to Vacant FTEs	(10)	0									(10)	0
OAS - Reduction to Vacant FTEs	(6)	0									(6)	0
OCFO - Major Acquisition and Development						(10,000)					0	(10,000)
Direct Appropriations										(27,979)	0	(27,979)
Subtotal, Decreases - Base	(16)	(2,000)	0	0	0	(10,000)	0	0	0	(27,979)	(16)	(39,979)
Net Change	13	15,637	0	3,661	0	(10,000)	0	22,643	0	(27,979)	13	3,962
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212

*U.S. General Services Administration
Working Capital Fund*

	Internal		External		Major Equipment		Technology Modernization/ARP		Direct		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212
FY 2023 Request	2,058	738,331	27	46,319	0	0	0	6,400	0	10,900	2,085	801,950
Net Change	24	32,677	0	(4,075)	0	0	0	(16,243)	0	10,379	24	22,738
Revised FY 2022 Plan	2,034	705,654	27	50,394	0	0	0	22,643	0	521	2,061	779,212
Transfers (In / Out)												
GSA IT - Transfer of PBS Support Contract to PBS Approp		(3,846)										(3,846)
Subtotal, Transfers (In / Out)	0	(3,846)	0	0	0	0			0	0	0	(3,846)
Increases - Investments												
GSA IT - Zero Trust							6,400				0	6,400
GSA IT - Cyber Security		2,500										2,500
GSA IT - Hardware for End of Life Equipment		2,218										2,218
GSA IT - G-Invoicing		3,100										3,100
GSA IT - Financial Data Environment Modernization		1,625										1,625
GSA IT - Internet Protocol 6 (IPv6)		3,000										3,000
OAS - Regional Office Modernization		5,000										5,000
OMA - PTT SCIF Refresh		300										300
TTS - Rulemaking Systems Modernization								10,900				10,900
OGP - Evidence & Evaluation		500										500
OCFO - Major Acquisition and Development											0	0
Subtotal, Investments	0	18,243	0	0	0	0	6,400	0	10,900	0	0	35,543
Increases - Base												
GSA IT - Additional Staffing	8	1,796									8	1,796
GSA IT - Laptops to support PBS		240										240
OAS - PC&B True Up		1,235										1,235
OCE - Additional Staffing	3	568									3	568
OCFO - Budget System Licenses		300										300
OCFO - PC&B True Up		293										293
OMA - SSCLoB Increase		46										46
OCR - iComplaint Database System		30										30
OCR - Civility & Respect in the Workplace Training		250										250
OGC - Additional Staffing	4	649									4	649
OGP - PC&B True Up		260										260
OGP - Additional Staffing	1	250									1	250
OGP - Teaching School Support		145										145
OHRM - Additional Staffing	5	850									5	850
OHRM - Contribution for FEB LoB		300									0	300
OSC - PC&B True Up		612										612
OSDBU - Additional Staffing & Travel	3	729									3	729
WCF - 4.6% Payraise		11,658										11,658
Subtotal, Increases - Base	24	20,211	0	0	0	0	0	0	0	0	24	20,211
Decreases - Base												
GSA IT - TMF (Non-Recur)							(22,643)					(22,643)
OAS - CARES ACT (Non-Recur)									(521)			(521)
OHRM - DEIA Non Recur		(62)										(62)
OHRM - Workers Compensation Efficiencies		(1,700)										(1,700)
OSDBU - IT Contract Savings		(169)										(169)
WCF - Reduction to External Programs				(4,075)								(4,075)
Subtotal, Decreases - Base	0	(1,931)	0	(4,075)	0	0	0	(22,643)	0	(521)	0	(29,170)
Net Change	24	32,677	0	(4,075)	0	0	0	(16,243)	0	10,379	24	22,738
FY 2023 Request	2,058	738,331	27	46,319	0	0	0	6,400	0	10,900	2,085	801,950

U.S. General Services Administration
Working Capital Fund

Working Capital Fund by Staff Office
(Dollars in Thousands)

	FY 2021		FY 2022		FY 2023	
	FTE	Actual	FTE	Plan	FTE	Request
Office of GSA Information Technology	480	\$ 298,411	496	\$ 295,590	504	\$ 309,379
Office of Chief Financial Officer	531	\$ 99,287	550	\$ 104,463	550	\$ 108,083
Financial Management Line of Business (FMLoB)	0	\$ 53,579	0	\$ 59,193	0	\$ 59,193
Office of Human Resources Management	332	\$ 69,604	345	\$ 77,540	350	\$ 78,654
Office of Administrative Services	126	\$ 54,166	128	\$ 49,744	128	\$ 56,648
Office of Mission Assurance	102	\$ 40,393	126	\$ 43,511	126	\$ 44,485
Office of General Counsel	165	\$ 32,133	180	\$ 34,692	184	\$ 36,563
Office of Government-wide Policy	42	\$ 9,562	41	\$ 10,190	42	\$ 11,617
Office of Strategic Communication	81	\$ 14,809	94	\$ 16,508	94	\$ 17,626
Office of Civil Rights	17	\$ 3,584	23	\$ 4,037	23	\$ 4,444
Office of Small Business Utilization	35	\$ 6,991	38	\$ 6,895	41	\$ 7,694
Office of Customer Experience	8	\$ 1,963	13	\$ 3,291	16	\$ 3,945
Subtotal, Staff Office Internal Authority	1,919	\$ 684,483	2,034	\$ 705,654	2,058	\$ 738,331
Office of GSA Information Technology	0	\$ 4,591	0	\$ 4,591	0	\$ 4,591
Office of Chief Financial Officer	9	\$ 2,365	9	\$ 12,136	9	\$ 12,136
Financial Management Line of Business (FMLoB)	0	\$ 564	0	\$ 552	0	\$ 552
Office of Human Resources Management	0	\$ -	0	\$ -	0	\$ -
Office of Administrative Services	4	\$ 1,400	6	\$ 1,573	6	\$ 1,573
Office of Mission Assurance	0	\$ 1,278	0	\$ 3,000	0	\$ 3,000
Office of Government-wide Policy	5	\$ 18,172	6	\$ 16,197	6	\$ 12,197
TTS eRulemaking Program	0	\$ -	6	\$ 10,800	6	\$ 10,800
Office of Congressional & Intergovernmental Affairs	0	\$ 911	0	\$ 1,285	0	\$ 1,210
Office of Customer Experience	0	\$ 100	0	\$ 200	0	\$ 200
Office of Civil Rights	0	\$ 5	0	\$ 60	0	\$ 60
Subtotal, Staff Office External Authority	18	\$ 29,386	27	\$ 50,394	27	\$ 46,319
TMF - Database Transformation	0	\$ 49	0	\$ 562		\$ -
Subtotal, Technology Modernization Funds	0	\$ 49	0	\$ 562	0	\$ -
Emergency Paid Leave	0	\$ 39	0	\$ -	0	\$ -
COVID-19	0	\$ 183	0	\$ 521	0	\$ -
TTS Rulemaking Systems Modernization	0	\$ -	0	\$ -		\$ 10,900
Subtotal, Direct Appropriations	0	\$ 222	0	\$ 521	0	\$ 10,900
Total, Working Capital Fund (262X)	1,937	\$ 714,140	2,061	\$ 757,131	2,085	\$ 795,550
TMF - American Rescue Plan	0	\$ -	0	\$ 22,081	0	\$ 6,400
Subtotal, American Rescue Plan	0	\$ -	0	\$ 22,081	0	\$ 6,400
Total, Working Capital Fund	1,937	\$ 714,140	2,061	\$ 779,212	2,085	\$ 801,950

Working Capital Fund Obligations by Object Class
(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
11.1 Full-time, permanent.....	\$ 233,654	\$ 250,108	\$ 265,532
11.3 Other than full-time permanent.....	\$ 3,391	\$ 200	\$ 200
11.5 Other personnel compensation.....	\$ 8,666	\$ 4,747	\$ 4,877
11.8 Special personnel services payments.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ 95,917	\$ 88,101	\$ 92,050
13.0 Benefits for former personnel.....	\$ 521	\$ 258	\$ 156
21.0 Travel and transportation of persons.....	\$ 3,401	\$ 5,573	\$ 5,634
22.0 Transportation of things.....	\$ 832	\$ 1,198	\$ 1,198
23.1 Rental payments to GSA.....	\$ 16,662	\$ 18,661	\$ 18,742
23.2 Rental payments to others.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ 21,696	\$ 24,036	\$ 24,251
24.0 Printing and reproduction.....	\$ 84	\$ 64	\$ 64
25.1 Advisory and assistance services.....	\$ 223,399	\$ 229,874	\$ 241,783
25.2 Other services from non-Federal sources.....	\$ 3,871	\$ 2,899	\$ 2,956
25.3 Other goods & services from Federal sources	\$ 38,783	\$ 62,634	\$ 62,699
25.4 Operation and maintenance of facilities.....	\$ 97	\$ 4,165	\$ 9,215
25.6 Medical care.....	\$ -	\$ -	\$ -
25.7 Operation and maintenance of equipment.....	\$ 230	\$ -	\$ -
26.0 Supplies and materials.....	\$ 579	\$ 644	\$ 629
31.0 Equipment.....	\$ 59,232	\$ 63,965	\$ 65,558
32.0 Land and structures.....	\$ 192	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ 2,933	\$ 5	\$ 5
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ 714,140	\$ 757,131	\$ 795,550
<i>Subtotal, PC&B.....</i>	<i>\$ 342,149</i>	<i>\$ 343,414</i>	<i>\$ 362,815</i>
<i>Subtotal, Non-labor.....</i>	<i>\$ 371,991</i>	<i>\$ 413,717</i>	<i>\$ 432,735</i>

Note: GSA requests \$10.9 million to modernize rulemaking management systems in FY 2023.

Multi Year FY 2021 - FY 2025 ARP Funds – Awarded GSA TMF Projects

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
25.1 Advisory and assistance services.....	\$ -	\$ 11,519	\$ 6,400
31.0 Equipment.....	\$ -	\$ 10,562	\$ -
99.0 Obligations, Appropriated (Annual).....	\$ -	\$ 22,081	\$ 6,400
<i>Subtotal, PC&B.....</i>	\$ -	\$ -	\$ -
<i>Subtotal, Non-labor.....</i>	\$ -	\$ 22,081	\$ 6,400

Description of WCF Services by Office

Office of GSA Information Technology (GSA IT): FY 2023 Estimate - \$314 million

Internal Services: FY 2023 Budget Estimate - \$309.3 million

Providing IT support to all GSA offices, GSA IT designs and delivers innovative IT solutions that ensure integration between GSA systems and organizations. GSA IT directly supports GSA's management objectives to streamline and modernize IT, support cybersecurity, capture high-quality data to support decision making, and improve customer experience. In its execution of IT services, GSA IT incorporates its business knowledge and technological expertise to identify the best solution available for its customers.

GSA IT provides a standardized agency-wide approach to infrastructure management and operations designed to maximize resources and optimize the efficiency of enterprise systems and organizational staff. GSA IT manages internal IT assets, server resources, network resources, and end-user devices. These responsibilities include: planning and governance, systems access controls, systems user training, IT security and integrity, local support, help desk functions, circuits, wireless services, teleconferencing, and telephony.

GSA IT faces increased demand for services from GSA business lines, while continuing to modernize the delivery of IT services to the agency. To enhance its delivery, GSA IT needs to have the right level of skilled staff and contractor support to meet business line needs, stay abreast of current technological initiatives, and remain innovative. To that end, GSA IT is working closely with the Office of Human Resource Management to identify appropriate training and conduct targeted hiring to acquire employees with the needed skills.

External Services: FY 2023 Budget Estimate - \$4.6 million

The Office of GSA IT provides a cost-effective, secure platform to deliver administrative systems services to external clients. The Office of Corporate IT Services provides professional systems support for payroll and labor distribution systems. This Office supports other IT functions such as business requirements and change management, systems operations and maintenance, financial data management and reporting, systems access control, security and integrity, systems user training, and help desk support. The Office of Acquisition IT Services also supports customers using GSA acquisition systems and IT knowledge to facilitate the development of requirements, cost estimates, and plans for replacing legacy systems.

Office of the Chief Financial Officer: FY 2023 Estimate - \$120.2 million

Internal Services: FY 2023 Estimate - \$108 million

The Office of the Chief Financial Officer (OCFO) provides GSA with financial management services including budget formulation and execution, financial reporting and operations, internal controls, data management and analytics, performance management, and audit management and accountability. OCFO is responsible for the development, submission, and execution of the annual GSA Budget, the GSA Strategic Plan, the Annual Performance Plan, and the Agency Financial Report.

OCFO will continue to serve as a partner and financial advisor to GSA's Services and Staff Offices and lead value generation for GSA and the Federal Government by delivering high-value services such as data analytics, business planning, and performance management. OCFO is leading GSA's efforts to implement robotic process automation, to increase the agency's capacity to more efficiently and effectively manage workload, enhance employee experience, and drive increased value for internal and external partners.

OCFO will continue to deliver high performance in managing traditional financial management activities, such as improving internal controls, supporting the annual financial statement audit, and managing our financial management shared services provider, the U.S. Department of Agriculture. In addition, OCFO has established an office to improve program audit management that will include an objective assessment capability to ensure GSA is addressing potential risk areas that are identified by agency leadership or through the GSA Office of Inspector General (OIG) and Government Accountability Office (GAO).

External Services: FY 2023 Estimate - \$12.1 million

OCFO provides payroll support to 33 independent agencies, boards, and commissions on a fee-for-service basis. OCFO is also leveraging GSA's deep experience in process automation and transformation to solve complex business challenges across the Government. This program promotes the adoption of emerging automation technologies and rapid process transformation through the Federal Robotic Process Automation (RPA) Community of Practice (COP).

Leadership within the RPA COP mentors other agencies and provides regular Government-wide engagements and best practices that include RPA, Intelligent Automation, and adoption of process transformation methodologies.

Major Equipment Acquisition & Development: FY 2023 Estimate – \$0

Per 40 U.S.C. § 3173(d), the equipment acquisition and development activity may be utilized for agency-wide investments to implement the Chief Financial Officers Act of 1990 such as: acquisition of capital equipment, automated data processing systems, and financial management and management information systems. GSA will submit any proposed projects requesting to use this funding to Congress for approval as required by 40 U.S.C. § 3173(d).

Financial Management Line of Business (FMLoB): FY 2023 Estimate - \$59.8 million

Internal Services: FY 2023 Estimate - \$59.2 million

In line with Government-wide efforts to utilize financial shared services, GSA divested its Financial Shared Service Provider (FSSP) Line of Business to the U.S. Department of Agriculture (USDA) in March 2015 to focus on its core mission. USDA also assumed responsibility for routine upgrades and O&M of GSA's primary financial management system, Pegasys. GSA continues to use this system through a partnership with USDA.

External Services: FY 2023 Estimate - \$552 thousand

The FMLoB coordinates the delivery of financial management support to a variety of smaller agencies or commissions and boards enacted in legislation. Such enabling legislation outlines broad conditions that allow GSA to provide financial management or other administrative services. GSA enters into interagency agreements with these smaller agencies and recoups costs for arranging delivery of financial or administrative services on a reimbursable basis.

Office of Human Resources Management: FY 2023 Estimate - \$78.6 million

Internal Services: FY 2023 Estimate - \$78.6 million

The Office of Human Resources Management (OHRM) is focused on helping GSA attract, motivate, develop, retain, and reward employees. OHRM, led by the Chief Human Capital Officer, provides and maintains an evolving portfolio of effective and innovative end-to-end human resource and human capital solutions that meet partner and external stakeholder needs, including the delivery of meaningful Human Resource (HR) data, analysis, and consultation to help customers make informed business decisions. Through improved service delivery models, OHRM is focused on hiring, developing, and retaining a talented and diverse mission-ready GSA workforce in critical job series including building management, acquisition, information technology, finance and human resources.

OHRM provides HR services in a consolidated manner to reduce redundancy within business lines while still ensuring a high standard of service for recruitment, staffing, and employee development. These services include GSA enterprise-wide programs such as workers' compensation, transit subsidy, health room services, childcare subsidy, and unemployment compensation. Funding also provides training contracted through one of OHRM's multiple blanket purchase agreements that covers a wide range of classes and programs. Efficiencies gained through the recertification process in both the transit and childcare subsidies reduced costs by \$2 million. In FY 2023, OHRM will remain focused on workforce planning efforts, continuing the Workforce Planning Community of Practice, and continuing to incorporate hiring assessment best practices through process and technology advancement.

The OHRM funding level includes \$5.5 million to fund operations & maintenance (O&M) support for the HR Links system, that includes Time and Attendance functionality. OHRM will also continue to focus on return-to-work programs and workers' compensation case file reviews in an effort to reduce the overall costs of the workers' compensation program. Recent efficiencies reduced the internal cost of workers' compensation by \$1.7 million, and additional efficiencies are expected with the purchase of a new workers' compensation case management system in FY 2021.

Due to the success of OHRM's Emerging Leaders Program (ELP), GSA will continue to improve and expand its capstone program for high potential entry levels into the Enterprise ELP (EELP). The EELP will allow Agency-wide participation, double the cohort size, and introduce several career tracks that are targeted towards GSA's mission-critical occupations. The budget comprises the training, salaries, benefits, career ladder promotions, and within-grade-increases for the participants.

Office of Administrative Services: FY 2023 Estimate - \$58.3 million

Internal Services: FY 2023 Estimate - \$56.7 million

The Office of Administrative Services (OAS) is responsible for administrative and management services for GSA. These include, but are not limited to: executive correspondence, forms, directives, internal contracting, and travel and purchase card oversight. OAS also staffs 11 locations and manages 10 workplace programs including: Internal Real Estate, Workplace Services, Fleet, Personal Property, Occupational Safety and Health, Print Services, Print Management, Acquisition Support, Mail, and Assistive Technology. OAS oversees rent and security expenditures for offices funded by the WCF in GSA-occupied space including GSA's Washington, DC, facility at 1800 F Street, NW.

OAS's FY 2023 estimate of \$56.7 million funds major areas of responsibility including payment of GSA internal fleet program, funding nationwide space alteration and maintenance requests, and payments for rent and security costs of all GSA WCF organizations.

External Services: FY 2023 Estimate - \$1.6 million

OAS' Office of Presidential and Congressional Agency Liaison Services provides Commissions and Boards (CABs) account management services and coordinates support with GSA and non-GSA service providers for Commissions, Boards, and small independent agencies. These services include but are not limited to: human resources (labor relations, employee relations, performance management), legal, payroll and financial management, assisted acquisition, realty and facilities, telecommunications, IT, records management, and equal employment opportunity for approximately 28 CABS customers.

Office of Mission Assurance: FY 2023 Estimate - \$47.5 million

Internal Services: FY 2023 Estimate - \$44.5 million

The Office of Mission Assurance (OMA) ensures resilience and continuity of GSA's critical business processes by integrating and coordinating activities across all domains of security (physical and personnel) and emergency management. This includes funding and managing all of GSA's background investigations for FTEs and contractors, Homeland Security Presidential Directive 12 credentialing, managing GSA's Insider Threat program, disaster response, and contingency and continuity of operations planning. OMA issues general emergency preparedness and response and security policy guidance for acquisition and assignments of Government controlled and leased space. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, people, and IT assets nationwide. OMA continues to leverage efficiencies, refine best practices, and, to the greatest extent possible, identify savings needed to offset cost increases due to mission priorities.

External Services: FY 2023 Estimate - \$3 million

OMA is responsible for coordinating GSA's response to national emergencies and major disasters, as outlined in the National Response Framework - Emergency Support Function #7 *Logistics*. The costs of logistical services provided in response and recovery efforts are recovered through mission assignments issued by the Federal Emergency Management Agency. The requested level of authority ensures OMA will be able to immediately accept and begin any and all mission assignments in response to natural disasters or other emergencies, such as a particularly severe hurricane season or a pandemic.

Office of General Counsel: FY 2023 Budget Estimate - \$36.6 million

Internal Services: FY 2023 Estimate - \$36.6 million

The Office of General Counsel (OGC) provides legal support to all GSA offices and programs, except the Office of Inspector General and the Civilian Board of Contract Appeals (CBCA). This includes providing all the legal services for PBS, FAS, the Office of the Administrator, and the offices within the WCF.

OGC also provides legal support for litigation before the CBCA, defends the agency against contract claims under the Contract Disputes Act; defends against protests before the U.S. Government Accountability Office; and assists the U.S. Department of Justice with claims filed in Federal court. OGC defends the agency against tort claims, injury, or other damage claims arising out of the management of Federal buildings and the operation of GSA fleet vehicles. Other legal services involve contracting, acquisition policy, management of real and personal property, historic preservation, environmental compliance and litigation, personnel and labor relations, appropriations law, FOIA, the Privacy Act, the Federal Advisory Committee Act, and regulations implementing GSA authorities including the Federal Acquisition Regulation, the Federal Travel Regulation, and the Federal Management Regulation.

OGC also advises on responses to congressional inquiries, assists in the preparation of congressional testimony, develops and manages the GSA ethics program, and supports alternative dispute resolution efforts. OGC also houses the GSA FOIA Office which processes and responds to FOIA requests received by GSA.

Office of Government-wide Policy: FY 2023 Budget Estimate - \$23.8 million

Internal Services: FY 2023 Estimate - \$11.6 million

The Chief Acquisition Officer (CAO) and the Senior Procurement Executive (SPE) in the Office of Government-wide Policy (OGP) develop acquisition policy and aid in ensuring an informed and engaged workforce to help GSA deliver high value acquisition mission solutions. It also provides services and support for acquisition professionals throughout GSA including the Federal Acquisition Service, the Public Buildings Service, and GSA's internal acquisition functions.

OGP's Asset and Transportation Management Office provides support in compliance with the Federal Advisory Committee Act (FACA). In this role it oversees FACA policy and certain requirements relating to GSA's advisory committees.

In addition, OGP took over the responsibility for the Evidence-Based Policymaking Act of 2018 ("Evidence Act") Title 1 and GSA's Evaluation Function in FY 2021. OGP's Evaluation

Sciences Office will undertake a number of activities related to building and using evidence. The activities to build and use evidence including implementing and delivering on the multi-year Learning Agenda and the FY23 Annual Evaluation Plan, and addressing opportunities flagged in the GSA capacity assessment. Implementation of the Evidence Act offers an opportunity to improve how GSA builds and uses evidence and better align performance, budget, strategic planning, policymaking, data, and evidence-building activities.

External Services: FY 2023 Estimate - \$12.2 million

External programs are supported through collections from participating agencies, who enter into Inter-Agency Agreements (IAAs) to reimburse GSA.

OGP provides support and manages GSA's IT Capital Planning and Investment Control (CPIC) program. The Folio application is a web-based, Government-owned, fee for service technology solution Federal agencies use to support their internal IT Portfolio Management, IT Capital Planning, and IT Governance processes. Folio provides Federal agencies with a Federal shared service solution. Member agencies use Folio to meet their external reporting requirements to the Office of Management and Budget (OMB). The CPIC PMO supports its member agencies by providing dedicated program management, centralized hosting services, Folio related user/admin training, and application related technical support. This community also shares best practices and lessons learned, as well as collaborates on the latest trends in IT portfolio management and IT Governance best practices.

The Performance Management Line of Business (PMLoB) is an interagency effort to develop Government-wide performance management capabilities to help meet the transparency requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), and support Government-wide performance management efforts, including Performance.gov.

Technology Transformation Service: FY 2023 Estimate - \$21.7 million

External Services: FY 2023 Estimate - \$10.8 million

The eRulemaking Program Management Office (PMO) that is part of GSA's Technology Transformation Service (TTS) is an E-Government program that fulfills the requirements under Section 206 of the E-Government Act of 2002, the Clinger-Cohen Act, and the Government Paperwork Elimination Act, as well as furthering the effectiveness and efficiency of Government. This program establishes Managing Partner and Partner Agency responsibilities and funding requirements in support of PMO operations including technical support related to the eRulemaking Program and the eRulemaking system.

Direct Appropriations: FY 2023 Request - \$10.9 million

TTS in partnership with the OMB, Office of Information and Regulatory Affairs, and the Office of Government-wide Policy is reimagining business processes and creating a modern, flexible, and scalable architecture for a new Modernized Rulemaking Management system to enhance the Federal Docket Management System and regulations.gov and RISC/ROCIS/REGINFO. This request is the second-year installment of a four-year modernization plan, building on the President's FY 2022 request of \$8.5M.

Pending funding availability, the Office will pursue modernization that is not only critical to remediating aging infrastructure and end-of-life software and bringing down long-term operations and maintenance costs, but will also deliver important new functionality for 221+ Partner Agencies along with the Office of Information and Regulatory Affairs. Specifically, the [President's January 21, 2021 memorandum, "Modernizing Regulatory Review,"](#) directs agencies to identify "recommendations for improving and modernizing regulatory review." A modernized rulemaking management (MRM) system can support the President's priorities in several ways. For example, one of the President's priorities, listed in Section 2(b) (ii) of the memorandum is to assess the distributional effects of regulations; MRM has the potential to use data-tagging, Natural Language Processing, or other analytical tools to aggregate and synthesize such information. Such tools can also be used to aggregate data and provide the Administration with important analysis of the wider impacts of regulations.

With respect to Section 2(b)(iv) in the President's memorandum, MRM is uniquely suited to help "promote the efficiency, transparency, and inclusiveness of the interagency review process." MRM has the capacity to support public comments, along with maintaining historical records

Through the application of modern machine reengineering and learning tools, modernization will also increase IT productivity, increase the willingness of users to recommend the services (as measured by Net Promoter scores), reduce the frequency and impact of system defects, increase data integrity, and reduce the time needed to incorporate new ideas and functionality.

Office of Strategic Communication: FY 2023 Estimate - \$17.6 million

Internal Services: FY 2023 Estimate - \$17.6 million

The Office of Strategic Communication (OSC), consisting of the Media Affairs, Operations, and Client Communication divisions, is GSA's singular resource for internal and external communication needs. OSC's main responsibility is to use communication to help the agency meet its mission and business goals. In FY 2023, OSC will continue to promote and enhance the performance and reputation of GSA by providing critical, integrated communication support to its clients.

OSC's Media Affairs Division carries out the agency's effort to help Federal agencies, the media and the public understand the important work performed by GSA in buildings, acquisitions and technology. Media Affairs acts as the official point of contact for national media inquiries and works closely with communication teams in all 11 GSA regions to ensure there are experts available to reply to media queries at national and local levels. The Media Affairs Division also maintains editorial control over GSA's social media presence and approves and manages all requests for outside speaking engagements. Additionally, this team oversees stakeholder engagement to ensure internal and external engagement around key issue areas.

The Operations Division includes the immediate office and both the Digital and Visual Communication Program Management Offices (PMOs). The Digital Communications PMO manages the agency's primary website (www.gsa.gov) and its intranet site. It also provides enterprise-wide web governance and develops strategy, standards, policies, and guidelines on the agency's web content and the presentation of that content, including facilitating the implementation of OMB and agency decisions concerning online content and presentation. The Visual Communications PMO maintains the agency's brand and produces and provides quality assurance oversight on all of GSA's visual and broadcast products, including videos, graphics, podcasts, and photos. The Visual Communications PMO also provides live streaming and event services for the agency.

The Communications Division includes both client-focused and regional branches. OSC Client branches are in-house communication teams, working directly with GSA's business lines and staff offices to promote and enhance the performance of GSA. They provide complete communication services, including developing and executing strategic communication plans and solutions to support high-priority GSA initiatives. Regional communication branches support the communication needs of all 11 regions. Support ranges from using targeted tactics to deliver news and updates to regional staff to developing regionally focused features for national distribution to staffing urgent and emergency situations that require local GSA representation.

Office of Civil Rights: FY 2023 Estimate - \$4.5 million

Internal Services: FY 2023 Estimate - \$4.4 million

The Office of Civil Rights (OCR) provides support and guidance on all aspects of equal employment opportunity (EEO), affirmative employment, nondiscrimination in federally assisted programs, and nondiscrimination in federally conducted programs within GSA. OCR's equal employment opportunity program keeps GSA in compliance with laws, guidance and authorities that prohibit discrimination and harassment in the Federal workplace. OCR provides a variety of services to GSA employees and applicants for employment who believe they have been discriminated against based on age, color, disability, race, national origin, religion, sex (including sexual harassment and pregnancy discrimination), sexual orientation, gender identity, genetic information, or reprisal retaliation for protected EEO equal employment opportunity activity. OCR also processes informal and formal EEO complaints, encourages resolution of EEO disputes through the Alternative Dispute Resolution program, and adjudicates discrimination claims in accordance with Federal EEO regulations and guidance. To support full inclusion and equal opportunity for all persons, OCR leads a robust EEO training and outreach program aimed at preventing discrimination. OCR's Civility and Respect in the Workplace training will be promoted aggressively in coming months. The purpose of the training is to continue to reinforce a culture of diversity, equity, and inclusion at GSA.

OCR's civil rights program ensures that GSA's public-facing activities and programs are in compliance with applicable Federal laws and authorities. Through investigations, technical assistance, voluntary compliance efforts, policy development and education, the civil rights program ensures that recipients of Federal financial assistance from GSA comply with Federal laws that prohibit discrimination in the delivery of services or benefits based on the guiding principles of Equal Employment Opportunity and its established discrimination factors. Similarly, OCR ensures that programs, services and activities conducted by GSA do not discriminate on the basis of disability. By funding and administering GSA's Limited English Proficiency Program, OCR ensures that persons with limited English proficiency have meaningful access to the programs, services and information that GSA provides.

OCR's affirmative employment program leads GSA's annual assessment of its EEO program and the formation of GSA's affirmative employment strategy for eliminating barriers to workplace advancement by persons with disabilities.

Within the last few years, OCR has completed a reorganization and made significant strides in rebuilding and enhancing the civil rights and EEO programs to better serve its customers. OCR's FY 2023 estimate of \$4.4 million will allow GSA to provide outstanding civil rights services and support compliance with Federal laws, regulations, and GSA policies to improve

mission achievement and support for the administration's priority of affirmatively advancing equity, civil rights, racial justice, and equal opportunity for all.

External Services: FY 2023 Estimate - \$60 thousand

OCR provides equal employment opportunity services to other Federal agencies on a cost-reimbursable basis. These services include equal employment opportunity counseling, mediation, investigations, and complaint adjudication.

Office of Small and Disadvantaged Business Utilization: FY 2023 Estimate - \$7.7 million

Internal Services: FY 2023 Estimate - \$7.7 million

GSA's Office of Small and Disadvantaged Business Utilization (OSDBU) carries out our nationwide responsibility for delivering a successful small business program. OSDBU's mission is to maximize small business and socio-economic small business procurement opportunities within GSA and from Federal Government customers.

OSDBU monitors and implements small business policies and executes a range of programs as directed by the Small Business Act of 1953, as amended by Pub. L. 95-507. This includes, but is not limited to:

- Managing OSDBU's small business program funding to ensure timely, efficient, and effective use of appropriated resources;
- Evaluating, refining, proposing, and ensuring compliance with small business policy to ensure maximum practicable opportunity for small and disadvantaged businesses to participate in the Federal procurement arena, while prioritizing the accomplishment of the GSA mission;
- Through data analytics and in coordination with the U.S. Small Business Administration, establishing challenging small business procurement goals for GSA, monitoring performance across small business and socio-economic small business categories and implementing initiatives to achieve statutory goals;
- Contributing to the forecasting of opportunities, market research, influencing acquisition strategy, and negotiating higher subcontracting goals to ensure small and disadvantaged businesses receive the maximum practical opportunity to provide innovative, cost-competitive, and timely products and services to satisfy Federal procurement requirements; and
- Providing training and resources to GSA's acquisition workforce and the vendor community.

GSA's small business programs foster entrepreneurial opportunities to new business horizons and enhance technological capabilities. OSDBU's work is critical to the achievement of GSA's prime and subcontracting small business goals.

OSDBU's FY 2023 estimate of \$7.7 million includes funding to deliver and expand a successful agency small business program, influence improvements for the small business community throughout the Federal Government, and reduce the burden for the acquisition workforce. This encompasses eliminating ineffective technologies and workflow processes, automating technology, enhancing small business vendor engagement and training, expanding small business training to the acquisition workforce, and improving efficiency and effectiveness.

Office of Customer Experience: FY 2023 Estimate - \$4.1 million

Internal Services: FY 2023 Estimate - \$3.9 million

The mission of the Office of Customer Experience (OCE) is to improve the end-to-end experience of GSA customers by aligning operations to customer needs. OCE was the first agency-wide organization in the Federal Government to focus solely on improving customer experience and fostering a customer-first mentality.

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. The office utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

OCE advances these behaviors through four pillars of service:

- Strategy: OCE works across GSA to develop strategies and action plans to achieve customer-centric goals based on customer research and administrative data;
- Customer Research: OCE collaborates with teams to frame, study, and understand GSA customer needs through qualitative and quantitative research;
- Capacity Building: OCE helps teams and individuals across GSA to better understand customer experiences and adapt to shifting needs and preferences; and
- Pilots: OCE partners with GSA teams to prototype service, product, and process innovations to improve customer experiences. Along the way, we gather user feedback to test, validate, and refine big ideas.

OCE offers in-house centralized feedback collection and survey management expertise; it provides guidance on customer experience legislation, and it leads the effort to advance the

goals of the 21st Century Integrated Digital Experience Act (21st Century IDEA) by improving enterprise digital customer experience.

External Services: FY 2023 Estimate - \$200 thousand

Funding will be used to continue the efforts to develop a strategy and scope of services for a Government-wide customer experience capacity (in support of the Federal Customer Experience work) and support with Executive Orders to create a more holistic strategy to measure employee experience and create an environment for equity of services. Funding will also be used to increase the Government-wide coordination of employee experience measurement efforts.

Office of Congressional and Intergovernmental Affairs: FY 2023 Estimate - \$1.2 million

The Office of Congressional and Intergovernmental Affairs (OCIA) is funded out of the Operating Expenses appropriation; however, the office uses the WCF for the reimbursable services it provides to Members of Congress across the country. This requirement is based on the best information available and subject to change as necessary to support the requirements of the President or Congress.

External Services: FY 2023 Estimate - \$1.2 million

OCIA coordinates services to over 1,400 House district offices and Senate state offices nationwide. OCIA supports the acquisition of office space, furniture and furnishings, property disposal, equipment and supplies, and storage and relocation services.

Working Capital Fund Bill by Staff and Service Office

(Dollars in Thousands)

GSA Working Capital Fund Bill \$(000)	FY 2022 Plan	FY 2023 Request	FY 2024 Placeholder
Public Building Service	\$ 379,436	\$ 392,261	\$ 407,951
Federal Acquisition Services	\$ 289,430	\$ 307,948	\$ 320,265
FAS ASF	\$ 284,892	\$ 300,684	\$ 312,711
FAS FCSF	\$ 4,538	\$ 4,792	\$ 4,984
FAS FCSF (ARP)	\$ -	\$ 2,472	\$ 2,571
Office of Governmentwide Policy	\$ 11,514	\$ 10,732	\$ 11,161
Office of Inspector General	\$ 2,352	\$ 2,450	\$ 2,548
Former Presidents	\$ 24	\$ 28	\$ 29
Civilian Board of Contract Appeals	\$ 280	\$ 215	\$ 223
Technology Modernization Fund	\$ 120	\$ 931	\$ 968
Operating Expenses	\$ 5,558	\$ 5,731	\$ 5,960
Executive Direction	\$ 3,028	\$ 3,001	\$ 3,121
Real Property Disposal	\$ 2,530	\$ 2,730	\$ 2,839
WCF External Programs	\$ 1,304	\$ 1,680	\$ 1,747
OCFO - Payroll Shared Services	\$ 255	\$ 264	\$ 275
OGP - Electronic Capital Planning & Investment Control	\$ 185	\$ 282	\$ 293
OGP - eRulemaking	\$ 664	\$ 916	\$ 953
OGP - PMLoB	\$ -	\$ 36	\$ 37
OAS - Commissions & Boards	\$ 200	\$ 182	\$ 189
Grand Total	\$ 690,019	\$ 721,974	\$ 750,853

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration

FEDERAL CAPITAL REVOLVING FUND

Fiscal Year 2023 Congressional Justification

CONTENTS

FY 2023 President’s Budget Appendix Narrative.....	2
Program Description	2
Summary of the Request	4
Amounts Available for Obligation	6
Obligations by Object Classification	7

FY 2023 President's Budget Appendix Narrative

This account provides for the operation of the Federal Capital Revolving Fund (FCRF). The FCRF will finance the construction, renovation and purchase of federally owned civilian real property assets. The corpus of the FCRF is proposed as mandatory funding in the President's Budget. A detailed discussion of the FCRF can be found in the Budget Process chapter of the Analytical Perspectives volume.

In summary, the FCRF will create a mechanism that is similar to a capital investment budget, but operates within the traditional scoring rules used for the Federal budget. Upon approval in an Appropriations Act, the FCRF will transfer funds to agencies to finance large-dollar real property purchases, renovations and construction. Purchasing agencies are then required to repay the FCRF using discretionary appropriations over a period up to 15 years.

As a result, large real property assets funded through the FCRF, which would otherwise require a large spike in appropriations, will no longer compete in the same way with annual operating and programmatic expenses for the limited funding available under tight discretionary funding levels. Instead, the annual cost to the agency and appropriations bill is one fifteenth of the cost of the asset for 15 years, smoothing out the annual cost within the annual appropriations process and eliminating a spike in funding. This approach also has the benefit of allowing agencies to utilize the asset while making payments to the FCRF. Annual repayments, equal to 1/15th of the asset cost, will be made from future appropriations, which will incentivize project selection based on highest mission need and return on investment, including future cost avoidance. The repayments will also replenish the FCRF so that real property can continually be replaced as needed.

Program Description

The structure of the Federal budget and budget enforcement requirements can create hurdles to funding large-dollar capital investments. These types of investments are handled differently at the State and local government levels. Expenditures for capital investments are combined with operating expenses in the Federal unified budget. Both kinds of expenditures must compete for limited funding within the discretionary levels. Large-dollar Federal capital investments can be squeezed out in this competition, frequently forcing agency managers to make difficult decisions and turn to operating leases to meet long-term Federal requirements. These alternatives are more expensive than ownership over the long term because: (1) Treasury can always borrow at lower interest rates and (2) to avoid triggering scorekeeping and recording requirements for capital leases, agencies sign shorter-term, consecutive leases of the same space. For example, the cost of two consecutive 15-year leases for a building can result in the Government paying close to 180 percent of the fair market value of the asset – and more when taking into consideration the tenant build out costs necessary for occupancy. Alternative financing

proposals typically run up against scorekeeping rules and the Recording Statute (31 U.S.C. § 1501) that measure cost based on the full amount of the Government's obligations under the contract, which further constrains the ability of agency managers to meet capital needs. In contrast, State and local governments separate capital investment from operating expenses. They are able to evaluate, rank, and finance proposed capital investments in separate capital budgets, which avoids direct competition between proposed capital acquisitions and operating expenses. If capital purchases are financed by borrowing, the associated debt service is an item in the operating budget. This separation of capital spending from operating expenses works well at the State and local government levels because of conditions that do not exist at the Federal level. State and local governments are typically required to balance their operating budgets, and their ability to borrow to finance capital spending is subject to the discipline of private credit markets that impose higher interest rates for riskier investments. In addition, State and local governments tend to own capital that they finance. In contrast, Treasury debt has historically been considered a safe investment, regardless of the condition of the Federal balance sheet. Also, the bulk of Federal funding for capital investments is in the form of grants to lower levels of the Government or to private entities.

To deal with the drawbacks of the current Federal approach, the FY 2023 budget proposes funding in support of the establishment of the FCRF, which will: (1) fund large-dollar, federally owned, civilian real property capital projects that house Federal civilian employees; and (2) provide specific budget enforcement rules for the FCRF that would allow it to function, in effect, like State and local government capital investment budgets. This proposal incorporates principles that are central to the success of capital budgeting at the State and local levels—a limit on total funding for capital investment, annual decisions on the allocation of funding for capital projects, and spreading the acquisition cost in the discretionary operating budgets of agencies that purchase the assets.

The FY 2023 Budget proposes the capitalization of the FCRF with a \$5 billion mandatory appropriation, and the budget presentation scores the proposal with anticipated outlays over the 10-year window for the purposes of pay-as-you-go budget enforcement rules. Annual discretionary repayments by purchasing agencies would replenish the FCRF and would be available until expended to fund additional capital projects. Total annual capital purchases would be limited to the lower of \$2.5 billion or the balance in the FCRF, including annual repayments.

Summary of the Request

The goal of this President's Budget request for the appropriation of funds in support of repayment for two inaugural projects also supports the establishment of the new FCRF within the unified budget. The FCRF will function effectively as a capital budget for investment in federally owned civilian real property and implement budget enforcement rules that exclude the upfront acquisition cost from the discretionary caps and instead charge the cost to discretionary funding over time.

In FY 2023, the budget uses the FCRF concept to fund \$1.035 billion in capital investments across the civilian Government. In accordance with the principles and design of the FCRF, the 2022 budget requests appropriations language designating the specific projects to be funded out of the FCRF, which will be housed within the U.S. General Services Administration (GSA), along with \$69 million for the first-year repayments for the two projects to the FCRF. The FCRF account requested will fund the first round of projects in 2023 and a total of \$7.85 billion worth of Federal buildings projects using the initial \$5 billion in mandatory appropriations over the 10-year horizon.

The President's FY 2023 budget includes appropriations language supporting the investment of \$1.035 billion, as well as the first of 15 annual discretionary appropriation repayments of \$69 million. This funding will be used for modernization projects for the Jacob K. Javits Federal Building in New York, New York and for the Estes Kefauver Federal Building and Annex in Nashville, Tennessee. The FCRF will provide GSA with \$735 million for the Jacob K. Javits building to upgrade the building's fire protection, life safety, and immediate critical building system infrastructure and reconfigure interior space for more efficient utilization. The FCRF will also provide GSA with \$300 million for the Estes Kefauver buildings to replace and upgrade aged building systems, infrastructure, technology and code compliance needs. Please see the Federal Buildings Fund narrative for more details on both of these projects.

*U.S. General Services Administration
Federal Capital Revolving Fund*

Federal Capital Revolving Fund			Purchasing Agency		
	Year 1	Years 2-15		Year 1	Years 2-15
Mandatory:			Mandatory:		
Transfer to purchasing agency			Collection of transfer from Federal		
to buy building.....	1,035		Capital Revolving Fund.....	(1,035)	
Purchasing agency repayments.....	(69)	(966)	Payment to buy building.....	1,035	
			Discretionary:		
			Repayments to Federal		
			Capital Revolving Fund.....	69	966

Total Government-wide Deficit Impact			
	Year 1	Years 2-15	Total
Mandatory			
Purchase Building.....	1,035		1,035
Collections from Purchasing agency.....	(69)	(966)	(1,035)
Discretionary:			
Purchasing agency repayments.....	69	966	1,035
Total Government-wide	1,035	-	1,035

For budget enforcement purposes, transfers from the FCRF to agencies to fund acquisitions and spending of those amounts by agencies would be scored as direct spending, while agencies would use discretionary appropriations to fund annual repayments to the FCRF. This allocation of cost means that the upfront cost of capital investment would be included in the budget, but the up-front expense would not have to compete with operating expenses in the annual appropriations process. The FCRF does not provide any new landholding or land-managing authorities for Federal agencies.

U.S. General Services Administration
Federal Capital Revolving Fund

Amounts Available for Obligation

(Dollars in Thousands)

	FY 2021 Estimate	FY 2022 Full Year CR	FY 2023 Request
Resources:			
Available from prior year	\$ -	\$ -	\$ -
Mandatory Appropriation	\$ -	\$ -	\$ 5,000,000
Offsetting Collections	\$ -	\$ -	\$ 69,024
Total Resources Available	\$ -	\$ -	\$ 5,069,024
Obligations			
Transfers for Acquisition of Real Property	\$ -	\$ -	\$ 1,035,353
Program Administration	\$ -	\$ -	\$ 311
Total Obligations	\$ -	\$ -	\$ 1,035,664
Fund Balance:			
Total Resources Available	\$ -	\$ -	\$ 5,069,024
Total Obligations	\$ -	\$ -	\$ (1,035,664)
Fund Balance	\$ -	\$ -	\$ 4,033,360
Net Budget Authority	\$ -	\$ -	\$ 5,000,000

*U.S. General Services Administration
Federal Capital Revolving Fund*

Obligations by Object Classification

(Dollars in Thousands)

	FY 2021 Estimate	FY 2022 Full Year CR	FY 2023 Request
11.1 Full-time, permanent.....	\$ -	\$ -	\$ -
11.3 Other than full-time permanent.....	\$ -	\$ -	\$ -
11.5 Other personnel compensation.....	\$ -	\$ -	\$ -
12.1 Civilian personnel benefits.....	\$ -	\$ -	\$ -
21.0 Travel and transportation of persons.....	\$ -	\$ -	\$ -
23.1 Rental payments to GSA.....	\$ -	\$ -	\$ -
23.3 Communications and utilities.....	\$ -	\$ -	\$ -
24.0 Printing and reproduction.....	\$ -	\$ -	\$ -
25.1 Advisory and assistance services.....	\$ -	\$ -	\$ -
25.3 Other goods & services from Federal sources....	\$ -	\$ -	\$ 311
26.0 Supplies and materials.....	\$ -	\$ -	\$ -
31.0 Equipment.....	\$ -	\$ -	\$ -
32.0 Land and structures.....	\$ -	\$ -	\$ -
33.0 Investments and loans.....	\$ -	\$ -	\$ -
41.0 Grants, subsidies, and contributions.....	\$ -	\$ -	\$ -
42.0 Insurance claims and indemnities.....	\$ -	\$ -	\$ -
43.0 Interest and dividends.....	\$ -	\$ -	\$ -
44.0 Refunds.....	\$ -	\$ -	\$ -
94.0 Financial transfers.....	\$ -	\$ -	\$1,035,353
99.0 Obligations, Mandatory.....	\$ -	\$ -	\$1,035,664
Subtotal, PC&B.....	\$ -	\$ -	\$ -
Subtotal, Non-labor.....	\$ -	\$ -	\$1,035,664

THIS PAGE INTENTIONALLY LEFT BLANK

U.S. General Services Administration
PERMANENT BUDGET AUTHORITY
Fiscal Year 2023 Congressional Justification

CONTENTS

Transportation Audit Contracts and Contract Administration	2
Program Description.....	2
Authorizing Legislation	2
FY 2022 Operating Plan and FY 2023 Budget Request.....	2
Obligations by Object Classification.....	3
Amounts Available for Obligation.....	4
Acquisition Workforce Training Fund.....	5
Program Description.....	5
Authorizing Legislation	5
FY 2022 Operating Plan and FY 2023 Budget Estimate	5
Amounts Available for Obligation.....	7
Obligations by Object Class.....	8
Expenses, Disposal of Surplus Real and Related Personal Property	9
Program Description.....	9
Authorizing Legislation	9
FY 2022 Operating Plan and FY 2023 Budget Estimate	10
Obligations by Object Classification.....	10
Amounts Available for Obligation.....	11
Obligations by Program Activity	12

Transportation Audit Contracts and Contract Administration

Program Description

This permanent, indefinite appropriation provides for the detection and recovery of overpayments to carriers for Government moves under rate and service agreements established by the U.S. General Services Administration (GSA) or other Federal agency transportation managers. Program expenses are financed from overcharges collected from Transportation Service Providers (TSPs) as a result of post payment audits examining the validity, propriety, and conformity of charges with the proper rate authority. Funds recovered in excess of expenses are returned to the U.S. Department of the Treasury (Treasury).

Authorizing Legislation

The Expenses of Transportation Audit Contracts and Contract Administration appropriation is permanently authorized by 31 U.S.C. § 3726(e): “Sec. 3726. Payment for transportation (e) Expenses of transportation audit post payment contracts and contract administration, and the expenses of all other transportation audit and audit-related functions conferred upon the Administrator of General Services, shall be financed from overpayments collected from carriers on transportation bills paid by the Government and other similar type refunds, not to exceed collections. Payment to any contractor for audit services shall not exceed 50 percent of the overpayment identified by contract audit.”

FY 2022 Operating Plan and FY 2023 Budget Request

The Transportation Audits program is managed by the Federal Acquisition Service (FAS) in the Travel, Transportation and Logistics (TTL) Portfolio. The FY 2023 budget request provides \$12.05 million for the Transportation Audits program to continue its focus on prepayment oversight and post payment audits of Government-wide transportation bills and recoveries of overcharges.

The program office will oversee the implementation and performance of prepayment audits for transportation services procured around the world by Federal agencies; conduct post payment audits of transportation bills; execute the collection of overcharges; validate overcharges via evidence, regulation, and background; adjudicate claims brought by TSPs and Federal agencies as needed; handle bankruptcies and litigation related to TSPs for Federal agencies; and act as an expert in court cases as needed.

In FY 2021, Transportation Audits continued to streamline business operations, while capitalizing on efficiencies and improvements gained through their IT systems modernization efforts. These efforts helped to optimize operations, improved service delivery, and increased customer and stakeholder confidence. In FY 2022 and FY 2023, the program will continue to promote partnerships to increase the amount of data received and drive automated submission of overcharges. In FY 2022, there is a planned surge in

collections tied to outstanding receivables set to expire at the end of the Fiscal Year. With the surge in collections, there is a related increase in spending tied to commission payments to the third-party vendor that is used to conduct the audits as that vendor is entitled to a commission when an overcharge is collected by GSA. In FY 2023 collections and spending are planned to return to normal levels after the one-time surge ends. The program will continue to monitor the anticipated impacts of the Department of Defense procurement services transition, while concurrently developing a notional plan for future execution for audits.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2021 Actual	FY 2022 Plan	FY 2023 Request
11.1	Full-time, permanent	\$ 3,042	\$ 3,529	\$ 3,651
11.5	Other personnel compensation	\$ 73	\$ 78	\$ 80
12.1	Civilian personnel benefits	\$ 959	\$ 1,059	\$ 1,096
22.0	Transportation of things	\$ -	\$ 29	\$ 29
25.1	Advisory and assistance services	\$ 3,862	\$ 10,835	\$ 6,398
25.3	Other goods and services from Federal sources	\$ 1,057	\$ 42	\$ 42
26.0	Supplies and materials	\$ 856	\$ 11	\$ 11
31.0	Equipment	\$ -	\$ 57	\$ 57
99.0	Obligations, appropriated (annual)	\$ 9,849	\$ 15,640	\$ 11,364
	Subtotal, PC&B	\$ 4,074	\$ 4,666	\$ 4,827
	Subtotal, Non-labor	\$ 5,775	\$ 10,974	\$ 6,537
99.9	Total obligations	\$ 9,849	\$ 15,640	\$ 11,364
FTE		28.3	32.0	32.0

U.S. General Services Administration
Permanent Budget Authority

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Balance, start of year	\$ 24,565	\$ 27,845	\$ 19,598
Receipts	\$ 12,743	\$ 6,979	\$ 5,724
Sequestration	\$ 756	\$ 945	\$ 687
Excess collections returned to Treasury	\$ -	\$ -	\$ -
Appropriation to the expenditure fund	\$ (13,269)	\$ (16,585)	\$ (12,051)
Unobligated balance expired from expenditure fund	\$ 3,050	\$ 414	\$ 7,426
Balance, end of year	\$ 27,845	\$ 19,598	\$ 21,384

Special Fund Expenditures:

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Mandatory authority:			
Appropriation	\$ 13,269	\$ 16,585	\$ 12,051
Sequestration	\$ (756)	\$ (945)	\$ (687)
Unobligated balance, end of year	\$ (2,664)	\$ -	\$ -
Total obligations	\$ 9,849	\$ 15,640	\$ 11,364
Net Outlays	\$ 10,644	\$ 13,903	\$ 12,647

Acquisition Workforce Training Fund

Program Description

The Acquisition Workforce Training Fund (AWTF) is a permanent, indefinite appropriation providing a source of funds to train the Federal acquisition workforce. The AWTF is financed through a credit of five percent of the fees collected by non-Department of Defense executive agencies from Government-wide Acquisition Contracts (GWACs), Multiple Award Schedules (MAS) contracts entered into by the Administrator of General Services, and other multi-agency contracts. Receipts are available for expenditure in the fiscal year collected, in addition to the two following fiscal years. The AWTF is managed by the Administrator of General Services through GSA's Federal Acquisition Institute (FAI). FAI provides recommendations to the Office of Federal Procurement Policy (OFPP), the FAI Board of Directors and the Chief Acquisition Officers Council (CAOC) in identifying training needs and setting priorities for use of the AWTF. The fund was created to ensure that the Federal Government's non-defense acquisition workforce has sufficient training resources to adapt to the changing nature of Federal Government acquisition.

Authorizing Legislation

The AWTF is authorized by 41 U.S.C. § 1703(i), as amended by Section 854 of Title VII of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, January 28, 2008). The Federal Acquisition Institute is authorized and established by 41 U.S.C. § 1201, as amended by Section 864 of Title VIII of the National Defense Authorization Act for Fiscal Year 2011 (Public Law 112-81, December 31, 2011).

FY 2022 Operating Plan and FY 2023 Budget Estimate

The FY 2023 budget request provides \$11.9 million in new collections for FAI programs. The Board of Directors has reviewed the FAI programs to identify where continued AWTF funding is most needed to effectively support FAI's mission and goals. AWTF funds are used to execute FAI's 12 statutory responsibilities stated in 41 U.S.C. § 1201(a).

FAI supports professional development of the civilian agency acquisition workforce by ensuring the availability of learning and career development opportunities. The funds collected by the AWTF support FAI activities in five categories:

- **Human Capital Initiatives**

Human Capital Initiative funding provides for Government-wide human capital resource planning and management initiatives, supporting FAI in the collection, analysis, and reporting of acquisition workforce human capital data. The program collects data through human capital plan templates and other venues to enable agencies to make strategic data-driven decisions about their acquisition workforce and program operations. Examples of FAI Human Capital Initiatives include the Acquisition Workforce

Competency Survey, research, and benchmarking studies to advance the acquisition workforce.

- **Operations and Logistics Support**

Operations and Logistics Support funding provides for the design, execution, and control of the business-planning and operations framework for executing the FAI mission and infrastructure. Funding supports all activities related to planning, organizing, or optimizing business operations. This includes costs associated with the support of 12 full time equivalents associated with training and development.

- **Curriculum Development**

Curriculum Development funding provides for development of instructional content, materials, and related assets to execute Federal Acquisition Certification programs. This includes course development and updates in support of executive orders and emerging acquisition topics.

- **Training Delivery**

Training Delivery funding provides for the execution of online and classroom training and learning programs and related delivery and development activities. To continue to meet the needs of the Federal acquisition workforce community, the Training Delivery program provides online and classroom training courses.

- **Information Technology**

Information Technology (IT) funding provides for overarching IT operations, maintenance, and enhancement activities. FAI.gov operations and maintenance and FAI Cornerstone on Demand (CSOD) are examples of the work supported by IT funds.

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipt

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Balance, start of year.....	\$ 1,225	\$ 1,590	\$ 2,517
Receipts.....	\$ 12,292	\$ 12,849	\$ 13,175
Appropriation to the expenditure fund.....	\$ (10,702)	\$ (11,922)	\$ (11,922)
Balance, end of year.....	\$ 1,590	\$ 2,517	\$ 3,770

Special Fund Expenditure

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Unobligated balance, start of year.....	\$ 17,803	\$ 17,803	\$ 17,803
Recovery of prior-year obligations.....	\$ -	\$ -	\$ -
Mandatory authority:			
Appropriation.....	\$ 10,422	\$ 11,922	\$ 11,922
Unobligated balance, expiring.....	\$ -	\$ -	\$ -
Total Obligations.....	\$ (10,422)	\$ (11,922)	\$ (11,922)
Unobligated balance, end of year.....	\$ 17,803	\$ 17,803	\$ 17,803
<i>Net Outlays</i>	<i>\$ 10,411</i>	<i>\$ 9,450</i>	<i>\$ 9,450</i>

U.S. General Services Administration
Permanent Budget Authority

Obligations by Object Class

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
11.1 Full-time permanent	\$ -	\$ 1,861	\$ 1,883
11.5 Other personnel compensation	\$ -	\$ 45	\$ 47
11.8 Special personnel services payments	\$ -	\$ 200	\$ 200
12.1 Civilian personnel benefits	\$ -	\$ 691	\$ 705
25.1 Advisory and assistance services	\$ 3,752	\$ 5,061	\$ 5,061
25.3 Other goods & services from Federal sources	\$ 6,670	\$ 4,064	\$ 4,026
99.0 Total obligations	\$ 10,422	\$ 11,922	\$ 11,922

Expenses, Disposal of Surplus Real and Related Personal Property

Program Description

This mandatory appropriation provides for the efficient disposal of real property assets that no longer meet the needs of landholding Federal agencies. The following costs are paid through receipts from such disposals each fiscal year: fees of auctioneers, brokers, appraisers, and environmental consultants; surveying costs; costs of advertising; costs of environmental and historical preservation services; highest and best use of property studies; property utilization studies; deed compliance inspections; and other disposal costs. GSA leverages the expertise of auctioneers and brokers familiar with local markets to accelerate the disposal of surplus real property.

Authorizing Legislation

The Expenses, Disposal of Surplus Real and Related Personal Property appropriation is permanently authorized by 40 U.S.C. § 572(a). The appropriation is authorized to pay expenses directly or to reimburse another account for expenses paid. The total amount paid and reimbursed in a fiscal year may not exceed 12 percent of the receipts available in GSA's Expenses, Disposal of Surplus Real and Related Personal Property receipt account. Proceeds from the disposal of Federal real property are deposited into GSA's Expenses, Disposal of Surplus Real and Related Personal Property receipt account and funds deemed in excess of the Real Property Disposal program's long-term requirements must be transferred to the Land and Water Conservation Fund in accordance with 54 U.S.C. § 200302.

The types of expenses that may be paid or reimbursed are limited to specific, enumerated expenditures listed in 40 U.S.C. § 572(a)(2)(A) including:

- (i) Costs of appraisers, auctioneers, and realty brokers, in accordance with the scale customarily paid in similar commercial transactions.
- (ii) Costs of environmental and historic preservation services, highest and best use of property studies, utilization of property studies, deed compliance inspections, targeted asset reviews and the expenses incurred in approved relocations.
- (iii) Costs of advertising and surveying.

Administration Proposal

The President's Budget supports the expansion of the allowable uses of the disposal fund. The expanded authority will allow GSA to better assist agencies in identifying and preparing real property prior to the agency declaring a property excess. Currently, agencies do not always complete these types of activities because agencies must fund the activities from limited resources. This expanded authority will allow GSA to help agencies in rightsizing their portfolios as COVID-19 leads to potentially smaller space requirements by providing the funding required

*U.S. General Services Administration
Permanent Budget Authority*

to assess and prepare potential excess properties for disposal; the funds will then be recovered from the proceeds of sale.

Here is the language that will be included as part of the separate legislative authority proposal:

Notwithstanding limitations contained in subsection 572(a) of title 40, United States Code, the Administrator of General Services is authorized to use the fund established in section 572 to assist agencies in identifying, preparing, and divesting property, including costs related to identifying and preparing real property to be divested and costs related to assisting agencies with the identification, preparation, and divestiture of real property, and the Administrator is authorized to be reimbursed for such costs from the proceeds of the sale of such properties.

FY 2022 Operating Plan and FY 2023 Budget Estimate

The FY 2023 budget requests provides \$10.256 million for the Real Property Disposal program. Obligations are based on properties planned for disposal in each year. Financing is provided through receipts from sales of surplus property and outleasing of Government-owned space.

Obligations by Object Classification

(Dollars in Thousands)

		FY 2021 Actual	FY 2022 Plan	FY 2023 Request
21.0	Travel and transportation	\$ -	\$ 50	\$ 50
24.0	Printing and reproduction	\$ 1	\$ 129	\$ 129
25.1	Advisory and assistance services	\$ 274	\$ 8,391	\$ 9,391
25.2	Other services from non-Federal sources	\$ 20	\$ 119	\$ 119
25.3	Other goods & services from Federal sources	\$ -	\$ 547	\$ 547
25.7	Operation and maintenance of equipment	\$ -	\$ 20	\$ 20
99.9	Total obligations	\$ 295	\$ 9,256	\$ 10,256

Amounts Available for Obligation

(Dollars in Thousands)

Special Fund Receipts:

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
Balance, start of year.....	\$ 76,548	\$ 77,404	\$ 76,148
Receipts, real property disposal.....	\$ 12,924	\$ 10,000	\$ 8,000
Receipts, outleasing.....	\$ -	\$ 3,000	\$ 3,000
Subtotal Net receipts.....	\$ 12,924	\$ 13,000	\$ 11,000
Appropriation to the expenditure fund.....	\$ (1,516)	\$ (9,815)	\$ (10,876)
Sequestration.....	\$ 516	\$ 559	\$ 616
Total budgetary resources.....	\$ (1,000)	\$ (9,256)	\$ (10,260)
Transfer to Land and Water Fund, DOI.....	\$ (12,188)	\$ (5,000)	\$ (2,000)
Unobligated balance, transferred in from Expenditure Fund.....	\$ 1,120	\$ -	\$ -
Fund Expenditures.....	\$ -	\$ -	\$ -
Balance, end of year.....	\$ 77,404	\$ 76,148	\$ 74,888

Special Fund Expenditures:

	FY 2021 Estimate	FY 2022 Plan	FY 2023 Request
Mandatory authority			
Appropriation.....	\$ 1,516	\$ 9,815	\$ 10,876
Unobligated balance, sequestered.....	\$ (516)	\$ (559)	\$ (620)
Unobligated balance.....	\$ 705	\$ -	\$ -
Total obligations.....	\$ 295	\$ 9,256	\$ 10,256
Net Outlays.....	\$ 295	\$ 9,256	\$ 10,256

Note: In accordance with 54 U.S.C. § 200302, any receipts in excess of the long-term requirements of the Fund must be transferred out of the Fund and deposited into the Land and Water Conservation Fund of the U.S. Department of the Interior.

U.S. General Services Administration
Permanent Budget Authority

Obligations by Program Activity

(Dollars in Thousands)

	FY 2021 Actual	FY 2022 Plan	FY 2023 Request
1. Utilization and Disposal - Real Property			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 94	\$ 2,669	\$ 2,669
b. Advertising	\$ 47	\$ 1,186	\$ 1,186
c. Environmental Services	\$ 5	\$ 2,143	\$ 2,143
d. Historical Preservation Services	\$ 5	\$ 884	\$ 884
e. Highest and best use of property studies, utilization of property studies, Targeted Asset Reviews (TARS), deed compliance inspections	\$ 119	\$ 1,432	\$ 2,432
f. Expenses incurred in a Relocation	\$ -	\$ -	\$ -
g. Personnel compensation	\$ -	\$ -	\$ -
h. Personnel benefits	\$ -	\$ -	\$ -
i. Administrative support	\$ -	\$ 305	\$ 305
j. Travel expenses	\$ -	\$ 122	\$ 122
Subtotal, Utilization and Disposal of Real Property	\$ 270	\$ 8,741	\$ 9,741
2. Outleasing of Government-owned Space			
a. Appraisers, auctioneers, brokers fees, surveying	\$ 20	\$ 500	\$ 500
b. Advertising	\$ 5	\$ 15	\$ 15
Subtotal, Outleasing	\$ 25	\$ 515	\$ 515
Total obligations	\$ 295	\$ 9,256	\$ 10,256

Administrative Provisions	Explanation
<i>Sec. 520. Funds available to the General Services Administration shall be available for the hire of passenger motor vehicles.</i>	This provision authorizes GSA to use funds for the hire of passenger motor vehicles.
<i>Sec. 521. Funds in the Federal Buildings Fund made available for fiscal year 2023 for Federal Buildings Fund activities may be transferred between such activities only to the extent necessary to meet program requirements: Provided, That notice of any proposed transfers shall be transmitted in advance to the Committees on Appropriations of the House of Representatives and the Senate.</i>	This provision authorizes GSA to transfer funds within the Federal Buildings Fund to meet program requirements.
<i>Sec. 522. Except as otherwise provided in this title, any request for United States Courthouse construction transmitted using funds made available by this Act should: (1) meet the design guide standards for construction as established and approved by the General Services Administration, the Judicial Conference of the United States, and the Office of Management and Budget; (2) reflect the priorities of the Judicial Conference of the United States as set out in its approved five-year construction plan; and (3) include a standardized courtroom utilization study of each facility to be constructed, replaced, or expanded.</i>	This provision requires that the budget request meet certain design and construction standards for Federal Courthouse construction.

<i>Sec. 523. None of the funds provided in this Act may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided through the Federal Buildings Fund, to any agency that does not pay the rate per square foot assessment for space and services as determined by the General Services Administration in consideration of the Public Buildings Amendments Act of 1972 (Public Law 92-313).</i>	This provision provides that no funds may be used to increase the amount of occupiable square feet, provide cleaning services, security enhancements, or any other service usually provided, to any agency that does not pay the requested rate.
<i>Sec. 524. From funds made available under the heading "Federal Buildings Fund, Limitations on Availability of Revenue", claims against the Government of less than \$250,000 arising from direct construction projects and acquisition of buildings may be liquidated from savings effected in other construction projects with prior notification to the Committees on Appropriations of the House of Representatives and the Senate.</i>	This provision permits GSA to pay small claims less than \$250,000 made against the Government.
<i>Sec. 525. With respect to the Federal Buildings Fund construction and acquisition and major repair and alteration programs, and with respect to E-Government projects funded under the heading "Federal Citizen Services Fund", the Administrator of General Services shall submit a spending plan and explanation for each project to be undertaken to the Committees on Appropriations of the House of Representatives and the Senate not later than 60 days after the date of enactment of this Act.</i>	This provision requires GSA to submit spend plans for certain programs.

<i>Sec. 526. Section 3173(d)(1) of title 40, United States Code, is amended by inserting before the period the following: "or for agency-wide acquisition of equipment or systems or the acquisition of services in lieu thereof, as necessary to implement the Act".</i>	This provision expands the purposes authorized for "major equipment acquisitions and development activity" to include any equipment, systems, or services that are necessary to implement the Chief Financial Officers Act of 1990.
<i>Sec. 527. Section 3173(b)(1) of title 40, United States Code, is amended by inserting ",including advance payments," after "Amounts received".</i>	This provision authorizes GSA to accept advance payments into the Working Capital Fund.
<i>Sec. 528. Section 323 of title 40, United States Code, is amended by adding at the end a new subsection: "(f) The Administrator may enter into agreements with Federal agencies to provide services through the Fund on a fully reimbursable basis."</i>	This provision gives the Federal Citizen Services Fund the authority to enter into interagency agreements to provide services on a reimbursable basis.
<i>Sec. 529. Notwithstanding section 602 of this Act, amounts made available to the General Services Administration in this title under the headings "Government-wide Policy", "Operating Expenses", and "Office of Inspector General" may be transferred and merged into the working capital fund of the General Services Administration, as authorized by section 3173(d) of title 40, United States Code: Provided, That amounts so transferred shall be available only for the purposes specified in such section.</i>	This provision allows GSA to transfer the lapsed funding in the named appropriations into a "major equipment acquisitions and development activity" account within the Working Capital Fund for the purpose of implementing the Chief Financial Officers Act of 1990. Pursuant to section 3173(d) of title 40, GSA would need to get advance approval from Congress before it spends any of the funding transferred into the account.

THIS PAGE INTENTIONALLY LEFT BLANK



U.S. General Services Administration



Fiscal Year 2023 Annual Performance Plan and Fiscal Year 2021 Annual Performance Report

Table of Contents

Executive Summary	2
Purpose	2
About GSA	2
Core Business Lines	3
FY 2021 Annual Performance Report	4
Components of the Strategic and Performance Framework	12
Strategic Framework	13
Strategic Framework with Performance Goals	14
FY 2022 - FY 2023 Agency Priority Goals (APGs)	15
FY 2023 Strategic Objectives (SO) and Performance Indicators (PI) Summary	16
FY 2023 Annual Performance Plan	23
Strategic Goal 1: Real Estate Solutions	23
Strategic Objective 1.1	24
Strategic Objective 1.2	26
Strategic Objective 1.3	30
Strategic Objective 1.4	33
Strategic Goal 2: Acquisition	35
Strategic Objective 2.1	36
Strategic Objective 2.2	39
Strategic Objective 2.3	45
Strategic Objective 2.4	47
Strategic Goal 3: Digital Government	51
Strategic Objective 3.1	52
Strategic Objective 3.2	56
Strategic Objective 3.3	61
Strategic Goal 4: Government Operations	67
Strategic Objective 4.1	68
Strategic Objective 4.2	70
Strategic Objective 4.3	75
Key Capabilities	79
Appendix	84
GSA Organizational Structure and Office Descriptions	84
GSA Leadership	87
Acronym List	88

Executive Summary

Purpose

The U.S. General Services Administration's (GSA) fiscal year (FY) 2023 Annual Performance Plan (APP) and FY 2021 Annual Performance Report (APR) describe the agency's goals and objectives for the next fiscal year and provide an overview of prior fiscal year performance.

In general, the APP's purpose is to:

- articulate how the work of the agency benefits the public
- enable the public to understand the goals set by the agency to make progress
- explain the performance improvement strategies that are key to achieving the goals

More specifically, the FY 2021 APR summarizes GSA's actual performance relative to the goals and objectives laid out in the agency's FY 2021 APP. The FY 2023 APP defines the level of performance to be pursued by GSA in FY 2023, describing the strategic goals, strategic objectives, supporting performance goals, and performance indicators.

Both the APP and APR were prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Revised March 2021): Preparation, Submission, and Execution of the Budget.

About GSA

GSA's mission is to deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.

GSA accomplishes its mission by developing inventive, sustainable, cost-effective, and collaborative solutions in its core business areas: real estate, acquisition, and technology. GSA also improves Government operations by fostering interagency collaboration, shared services, and smart policies that allow agencies to focus on mission delivery.

GSA brings together a talented and diverse workforce — including leasing specialists, architects, contracting officers, project managers, and policy analysts — as a data-driven, customer-focused team developing solutions to meet the needs of the Government today and into the future.

GSA has four fundamental strategies for delivering its mission in the coming years:

1. Develop real estate solutions by acquiring, designing, constructing, managing, and preserving Government buildings and optimizing GSA's real estate portfolio.
2. Offer best value and an exceptional customer experience to Government organizations in acquiring professional services, equipment, supplies, telecommunications, and information technology.
3. Modernize technology across Government to protect against cyber threats and deliver a better digital experience for the American people.
4. Promote interagency collaboration, centralized services, and shared solutions to improve management practices and operations across Government.

Core Business Lines

Public Buildings Service



Throughout the 50 States, five Territories, and the District of Columbia, GSA's Public Buildings Service (PBS) manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees. As the largest landlord in the United States, PBS owns and leases more than 8,800 assets and maintains an inventory of more than 370 million square feet of rentable workspace. GSA's inventory of assets comprises 413 buildings listed in the National Register of Historic Places and 99 buildings eligible for listing. PBS provides high-quality real estate and workspace solutions, including acquiring, designing, constructing, leasing, and when necessary, disposing of surplus Federal properties for 50 Federal departments and agencies.

Federal Acquisition Service



GSA's Federal Acquisition Service (FAS) uses the collective buying power of the Federal Government to acquire goods and services to support agency customers. FAS offers Federal agencies more than 31 million different products and services. In fiscal year (FY) 2021, FAS delivered over \$84 billion in information technology (IT) products, services, and solutions; telecommunications services; assisted acquisition services (AAS); travel and transportation management solutions; motor vehicles and fleet services; and charge card services.

FAS's Technology Transformation Services and IT portfolios improve the public's digital interactions with Government by providing technology consulting services, good-for-Government shared applications, platforms, and processes to make agencies' services more accessible, efficient, and effective for the American people.

Office of Government-wide Policy



The Office of Government-wide Policy (OGP) uses policies, data, and strategy to drive efficiency, excellence, and dynamic mission delivery across the Federal Government. OGP focuses on key administrative areas such as shared services, travel and transportation, acquisition, acquisition workforce development, fleet management, information technology modernization, and real estate management. OGP influences agency behavior in these areas through the development of Government-wide policies, performance standards, benchmarking resources, and transparent reporting of Government-wide data.

For a full description of GSA's organization structure and offices, please see the [Appendix](#).

FY 2021 Annual Performance Report

SO 1.1 Reduce the cost of the Federal inventory

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 1.1.1 Vacant space in inventory ↓	PBS	3.3%	3.3%	3.1%	3.0%	2.8%
PI 1.1.2 Lease cost relative to average market rate ↓	PBS	-5.2%	-17%	-12.6%	≤-7.0%	-10.25%
PI 1.1.3 Percent of leased revenue available after administering leasing program ↔	PBS	-0.40%	-0.56%	-0.8%	-1.1% to 1%	-0.9%
PI 1.1.4 Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	97.5%	98%	95.5%	93%	100%
PI 1.1.5 Percent of public sale properties awarded within 135 days ↑	PBS	98%	99%	100%	98%	98%
PI 1.1.6 Gross sales revenue from GSA disposals (in millions) ↑	PBS	\$76.4	\$61.7	\$38.2	\$13.5	\$4.95

Progress Update: In this Strategic Objective, GSA met five of its six performance targets for FY 2021. Over the past two years, GSA has reduced vacant space in its office space portfolio from 3.3 to 2.8 percent. New or renegotiated leases fell to 10.25 percent below average market rates for comparable office space in market areas where reliable comparisons can be made, offering significant savings to the Government over the lifetime of the lease contracts. GSA met its goal to lease office space from the private sector at minimal cost to the Government for situations where placing agencies into Government-owned facilities wasn't practical, recovering 99.1 percent of its costs. In March 2021, the U.S. Government Accountability Office (GAO) removed costly leasing from its High Risk Report — a significant milestone that reflects, in part, the improvements that GSA has made in its leasing program.

Targets were also met in efficiently donating and selling underutilized Government-owned real property assets. GSA did not meet its goal to achieve \$13.5 million in gross sales revenue from GSA disposals. The revenue target was established based on specific asset sales projected to occur during FY 2021; however, the disposition of a portion of the Denver Federal Center that was originally anticipated for the fourth quarter of FY 2021, was postponed until early FY 2022. The estimated sales value of this asset has been incorporated into the FY 2022 measure target.

SO 1.2 Establish GSA as a more effective provider of real estate services for all agencies

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 1.2.1 Energy intensity reduction (cumulative % reduction from baseline year)* ↑	PBS	5.41%	5.06%	10.33%	10.58%	11.09%
PI 1.2.2 Percent of capital construction projects on schedule and on budget ↑	PBS	90%	98%	93%	75%	77%
PI 1.2.3 Tenant satisfaction with Government-owned and -leased space (Facilities Management Index) ↑	PBS	69%	70%	N/A**	N/A**	N/A**
PI 1.2.4 Percent of cleaning and maintenance costs within market range ↑	PBS	73.6%	72%	74%	80%	70%

Progress Update: The COVID-19 pandemic presented new challenges and opportunities for GSA and its customer agencies in FY 2020 and FY 2021. Most agencies employed widespread use of telework in response to the pandemic. GSA easily met its target for reducing energy intensity (BTUs/SF) but suspended its annual Tenant Satisfaction Survey due to low occupancy of many Federal facilities. Cleaning and maintenance costs fell short of the 80-percent target for staying within market range. GSA considers socio-economic factors as well as cost and quality criteria in awarding cleaning and maintenance contracts. Reliable industry cleaning and maintenance benchmark data for some market areas may be scarce in the short-term due to the impact of COVID-19. GSA achieved its targets for keeping capital projects on schedule and on budget. The capital projects performance targets were lowered for FY 2021 from 90 to 75 percent due to GSA's decision not to adjudicate results for on-schedule factors outside of GSA's control. GSA is transitioning to the new capital project measures in FY 2022 to better account for all phases of project management and to provide transparency in assessing capital project performance.

In FY 2021, GSA kicked off Workplace 2030 to redefine how agencies can use physical and virtual workspace effectively while achieving high levels of workforce engagement and productivity. GSA also has the opportunity to improve environmental sustainability with its facilities and improve energy and water efficiency through expanded use of best practices, new technologies, and better design. Implementing emerging building technologies will also support timely economic recovery and generate job opportunities.

**The target for this measure is a 0.25% improvement from prior year results. FY 2020 results were revised to a 10.33% reduction from the 2015 baseline from a previously reported 11.78% reduction. This revision is due to the timing of invoices submitted to GSA from utility providers.*

*** The Tenant Satisfaction Survey was not executed in FY 2020 and will not be executed in FY 2021 due to low occupancy in Federal buildings in response to the COVID-19 pandemic.*

SO 2.1 Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.1.1 Customer loyalty score (10-point scale) ↑	FAS	7.5	7.6	7.9	7.9	7.8
PI 2.1.2 Acquisition program savings (in billions) ↑	FAS	\$5.86	\$6.54	\$5.92	\$5.00	\$6.09

Progress Update: In FY 2021, GSA continued to deliver more than \$6 billion in savings for the Government. This was achieved despite the lower demand for travel services impacted by COVID-19; GSA's travel services traditionally provide a strong source of savings among our service and product categories. Savings associated with GSA's information technology acquisition solutions represents the most robust source of savings for the Government. Customer loyalty also showed a 3-year positive trend in FY 2018-2020; and while progress plateaued in FY 2021, the decrease was not statistically significant. To better anticipate and meet customer needs, GSA will expand the use of data and business intelligence capabilities for specific markets and industries and incorporate more transaction-based surveys for more timely customer feedback.

SO 2.2 Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.2.1 Supplier satisfaction score (5-point scale) ↑	FAS	3.69	3.65	3.81	3.85	3.90
PI 2.2.2 Multiple Award Schedule (MAS) Sales (in billions) ↑	FAS	\$31.2	\$32.0	\$36.6	\$32.5	\$39.8

Progress Update: Multiple Award Schedule (MAS) sales are growing, achieving a new high for annual results in FY 2021 (\$39.8 billion dollars). The demand for GSA's Assisted Acquisition Services (AAS) also continues to grow as agencies seek assistance on complex acquisitions, such as professional services and IT acquisitions. Supplier satisfaction improved for the fourth consecutive year, achieving a mean rating of 3.90 in FY 2021. Maintaining a strong pool of qualified suppliers ensures that agencies have good options to effectively meet their procurement needs. In recent years, GSA has transitioned vendors to a single consolidated MAS, implemented commercial e-commerce portals that allows the Government to better track expenditure for open-market items outside of MAS, and simplified catalog management to make it easier for suppliers to integrate their catalogs with GSA systems and processes.

SO 2.3 Enhance customer agency access to qualified socio-economic entities

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 2.3.1(a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	38.82%	42.69%	49.43%	30%	46.89%
PI 2.3.1(b) Percent of GSA contract dollars awarded through prime contracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB (SDV) / HUBZone (HUB)*	OSDBU	SDB 19.94% WOSB 8.55% SDV 5.63% HUB 3.98%	19.31% 10.00% 5.06% 3.90%	22.18% 10.41% 8.91% 4.39%	5% 5% 3% 3%	20.57% 8.95% 8.19% 5.03%
PI 2.3.1(c) Percent of GSA contract dollars awarded to small business through subcontracting ↑	OSDBU	24.1%	22.1%	29.3%	20%	25.10%
PI 2.3.1(d) Percent of GSA contract dollars awarded through subcontracting to each socio-economic small business category ↑ SDB / WOSB / SDVOSB / HUBZone*	OSDBU	SDB 5.5% WOSB 4.4% SDV 1.6% HUB 0.9%	4.0% 4.5% 1.6% 0.7%	4.4% 4.8% 2.9% 1.2%	5% 5% 3% 3%	4.90% 4.70% 1.80% 0.80%
PI 2.3.1(e) Agency peer review score of Small Business Act compliance ↑ (SBA scorecard composite score)	OSDBU	20.5%	21%	21%	20%	TBD**
PI 2.3.1(f) Small business diversification across industries ↑ (SBA scorecard composite score)	OSDBU	11.8%	8.8%	9.0%	10%	TBD**
PI 2.3.1(g) Percent of Multiple Award Schedule (MAS) business volume from small businesses ↑	FAS	38.4%	38.8%	37.2%	35.0%	36.7%

Progress Update: GSA is on track to achieve the majority of its performance goals for utilizing qualified socio-economic businesses. Preliminary results suggest that GSA will achieve all of its small business utilization goals (overall and each of the four subgroup categories) for contract dollars awarded through prime contracting. Almost half (46.89 percent) of GSA's prime contract dollars were awarded to small and disadvantaged businesses — far exceeding the 30-percent target. Final FY 2021 results for the small business performance indicators will be reported by the Small Business Administration (SBA) in the Summer of 2022. In recent years, GSA has fallen short in meeting subcontracting small utilization goals with HUBZone business subcontracting representing the greatest opportunity for improvement.

SBA scorecard results for GSA will be released by the SBA in the fourth quarter of FY 2022; GSA has achieved an A or A+ for over 10 consecutive years (FY 2010-2020) on the SBA scorecard. Customer agencies continue to utilize small businesses when making procurements via the MAS. Over 36 percent of MAS business volume has gone to small businesses for 8 consecutive years.

*SDB = Small Disadvantaged Business; WOSB = Women-Owned Small Business; SDVOSB = Service-Disabled Veteran-Owned Small Business; HUBZone = Historically Underutilized Business Zone.

**Results will be received in the fourth quarter of FY 2022.

SO 3.1 Lead Government-wide technology modernization initiatives

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.1.1 Number of times Federal Risk and Authorization Management Program (FedRAMP) authorized products have been reused by agencies (cumulative) ↑	FAS	904	1,273	1,847	2,397	2,864
PI 3.1.2 Percent of Major IT Project spend with GSA involvement ↑	FAS	22%	23%	28.9%	29%	30.2%

Progress Update: GSA is improving the way Federal agencies buy, build, and use technology. The use of FAS IT Category contract vehicles to support modernization efforts compared to total dollars used to support modernization increased from 22 percent in FY 2018 to 30 percent in FY 2021. Reuse of Federal Risk and Authorization Management Program (FedRAMP) authorized products by agencies has increased significantly for the fourth consecutive year, with an increase by 55 percent from the prior year. FedRAMP is a standardized approach that empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information and helps accelerate the adoption of secure cloud solutions.

The Federal Acquisition Service's Information Technology Category (ITC) is developing an Emerging Technology strategy that seeks to position GSA as a leader in enabling agencies to raise awareness of and more readily reach emerging technologies. As part of this strategy, ITC is extracting leading edge technology data from proposals submitted during the solicitation period. Additionally, ITC is reviewing the utilization of Other Transaction Authority (OTA) of other agencies to identify opportunities within this growing sub-market. OTA is a legally binding agreement between Government and industry authorized for scientific research, technology development, and prototype projects.

SO 3.2 Drive more efficient and innovative Government procurement of technology services

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.2.1(a) Centers of Excellence (# of Interagency Agreements signed) (cumulative) ↑	FAS	2	5	16	18	30
PI 3.2.1(b) Centers of Excellence (#) (cumulative) ↑	FAS	5	14	35	38	54

Progress Update: GSA has achieved its performance targets for Centers of Excellence (CoEs). CoEs help partner agencies accelerate IT modernization, improve the public experience, and increase operational efficiencies. In FY 2021, 16 new COEs were established. The number of interagency agreements signed in order for GSA to stand up at least one CoE increased from five in FY 2018 to 54 in FY 2021. Solutions offered by the COEs include use of artificial intelligence, facilitating integration of cloud services, and improving use of IT in agencies' contact centers. A key challenge for GSA moving forward will be the ability to recruit, hire, and retain quality staff with complex acquisition, financial, technical, and project management skills to accommodate the agency's leading role in providing technology to the Government. To address this challenge, GSA's AAS will continue to proactively recruit acquisition, program, and project management personnel with the right skills to conduct AAS work.

SO 3.3 Lead implementation of technical standards, policies, and strategies

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 3.3.1(a) Number of cloud strategies and action plans developed in accordance with update to Data Center Optimization Initiative (DCOI) ↑	OGP	N/A	N/A	5	5	5
PI 3.3.1(b) Number of Chief Financial Officers (CFO) Act agencies with updated risk assessments completed utilizing Federal Identity, Credential, and Access Management (FICAM) playbooks and tool (cumulative) ↑	OGP	N/A	N/A	6	12	14

Progress Update: GSA achieved both of its targets in FY 2021. Five new cloud strategies and action plans were developed in support of the Data Center Optimization Initiative. The number of CFO Act agencies with completed risk assessments (utilizing Federal Identity, Credential, and Access Management playbooks and tools) increased from 6 to 14 agencies. In response to agencies' feedback, GSA improved the quality of the playbooks through the use of simplified modern use cases. GSA will continue to work across Government to provide a policy framework, technical guidance, strategies, and tools to support Government-wide technology transformation efforts. GSA's Office of Government-wide Policy will consult with the CIO, OMB, and other agencies to ensure that the policy guidance and training that OGP offers meets agencies' most significant operational needs.

SO 4.1 Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.1.1 Number of agency-owned (non-GSA) vehicles consolidated by GSA ↑	FAS	1,790	1,805	1,597	2,000	2,951

Progress Update: GSA met its FY 2021 performance goal to consolidate other agencies' vehicles into GSA's Fleet Management Services. Fleet management represents an opportunity for growth as a GSA-provided shared service. GSA studies have shown that there are opportunities to improve Government-wide motor vehicle management to reduce redundancies and avoid operational inefficiencies. Vehicle consolidations allow agencies to convert their agency-owned vehicles into GSA's full life-cycle fleet leasing service. Leasing vehicles with GSA ensures that agencies can access reliable and comprehensive data on vehicle usage and maintenance to make sound decisions to support their missions. Over 7,800 Government vehicles have been consolidated into GSA's fleet within the current 4-year span (FY 2018–2021).

SO 4.2 Promote adoption of shared services by agencies through policy, guidance, and benchmarking

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.2.1(a) Number of business lines that go through a readiness assessment ↑	OGP	5	1	1	1	1
PI 4.2.1(b) Number of components that have advanced to the next stage of the standards development process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	5	15	21	12	36

Progress Update: Business standards are critical to establishing shared solutions and services. GSA is making good progress in moving agencies to adopt common business standards, meeting both of its performance targets. Using the Federal Integrated Business Framework (FIBF), GSA's Office of Government-wide Policy is leading the effort to document common business needs across agencies by focusing on outcomes, data, and cross functional end-to-end business processes. Establishing consistent Government-wide standards is part of the critical path for diverse Government agencies to efficiently adopt shared services.

The FIBF consists of five major components:

1. The Federal Business Lifecycle includes functional areas, functions, and activities that serve as the basis for a common understanding on what services agencies need and solutions that should be offered.
2. Business Capabilities are the outcome-based business needs mapped to Federal Government authoritative references, forms, inputs, outputs, and data standards.
3. Business Use Cases are a set of agency "stories" that document the key activities, inputs, outputs, and other lines of business intersections to describe how the Federal Government operates.
4. Standard Data Elements identify the minimum data fields required to support the inputs and outputs noted in the use cases and capabilities.
5. Performance Metrics define how the Government measures successful delivery of outcomes based on timeliness, efficiency, and accuracy targets.

SO 4.3 Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Targets	FY 2021 Results
PI 4.3.1(a) Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.45%	8.01%	7.64%	8.25%	7.50%
PI 4.3.1(b) Effectiveness of GSA CXO functions, as measured by customer satisfaction (7-point scale) ↑	CXO	5.16	5.42	5.49	5.40	5.75
PI 4.3.1(c) Percent of GSA IT portfolio utilizing cloud technologies ↑	GSA IT	47%	50%	52.9%	53%	69.4%
PI 4.3.1(d) Competition rate for GSA acquisitions ↑	OGP	82.6%	85.4%	84.2%	80.0%	83.1%
PI 4.3.1(e) Competitive One-Bid rate for GSA acquisitions ↓	OGP	18.0%	15.4%	14.8%	15.0%	14.0%
PI 4.3.2 GSA Overall Employee Engagement Index (EEI)* ↑	Service & Staff Offices	76%	78%	83%	83%	83%

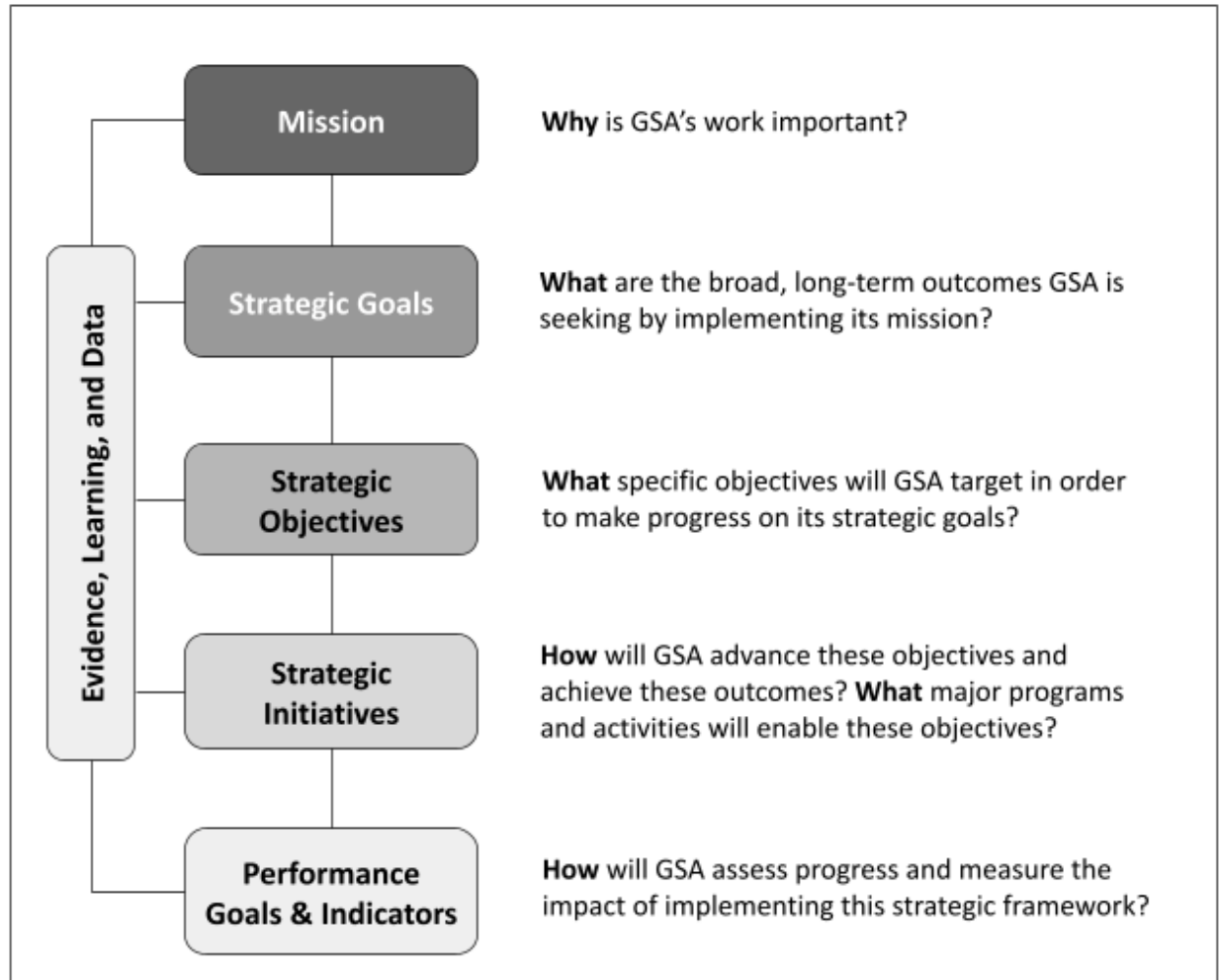
Progress Update: To strengthen GSA's ability to lead by example in Government management, it is important that GSA's support services are among the most efficient and effective in Government. Over the past 4 years, internal customers' satisfaction with mission support services — human resources, financial, information technology, and acquisition management — has continued to improve year to year. GSA met all five of its internal shared services goals in FY 2021. Notable improvements include:

- Reduction in operating costs as a percentage of goods and services provided. From 8.45 percent in FY 2018 to 7.50 percent in FY 2021.
- Higher internal customer satisfaction with GSA's mission support services (Acquisition, Human Resources, Financial, and Information Management). From an average rating of 5.16 to 5.75 (on a 7-point rating scale) from FY 2018 to FY 2021.
- A substantial increase of GSA's IT portfolio transitioned into cloud technologies, achieving 69.4 percent in FY 2021.
- Other measures have remained stable and on-target.

*If FY 2021 EEI score decreases from the FY 2020 result, then the FY 2022 target would be the FY 2021 result plus a 1 percent increase.
If FY 2021 EEI score remains constant or increases from FY 2020 result, then the FY 2022 target would equal the FY 2021 result.

Components of the Strategic and Performance Framework

The infographic illustrates the standardized structure of GSA's strategic and performance framework as well as the purpose of each component in fleshing out the strategic goals, from high-level objectives to specific performance indicators.



Strategic Framework

GSA Mission: *To deliver the best customer experience and value in real estate, acquisition, and technology services to the Government and the American people.*

G1 REAL ESTATE SOLUTIONS

Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient and affordable for customers.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing greenhouse gas (GHG) emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

G2 ACQUISITION

A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.

SO 2.1 Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

G3 DIGITAL GOVERNMENT

A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

G4 GOVERNMENT OPERATIONS

A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

SO 4.3 Deliver smart policies, regulations and workforce training that inform management decisions and help agencies streamline operations.

KEY CAPABILITIES

- People-First Culture Prioritizing Diversity, Equity, Inclusion, and Accessibility
- Evidence-Based Management Grounded in Strong Data Governance and Analytics
- Efficient Operating Processes Driven by Leading Technology
- Exceptional Customer Experience Delivery

Strategic Framework with Performance Goals

G1 REAL ESTATE SOLUTIONS Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.	G2 ACQUISITION A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.	G3 DIGITAL GOVERNMENT A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.	G4 GOVERNMENT OPERATIONS A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.
SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework. <ul style="list-style-type: none"> PG 1.1.1 Right-Size GSA's real estate portfolio (APG) 	SO 2.1 Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches. <ul style="list-style-type: none"> PG 2.1.1 Expand the use of GSA acquisition solutions, and associated savings, across the Government PG 2.1.2 Increase Multiple Award Schedule (MAS) sales 	SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms <ul style="list-style-type: none"> PG 3.1.1 Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government PG 3.1.2 Improve the public's ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites 	SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government. <ul style="list-style-type: none"> PG 4.1.1 Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs
SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers. <ul style="list-style-type: none"> PG 1.2.1 Optimize GSA's real estate portfolio 	SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences. <ul style="list-style-type: none"> PG 2.2.1 Increase customer satisfaction PG 2.2.2 Increase satisfaction of supplier base PG 2.2.3 Improve tenant satisfaction in Government-owned and -leased space PG 2.2.4 Improve the quality of contract administration in GSA contracting activities 	SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability. <ul style="list-style-type: none"> PG 3.2.1 Target the growth of shared security products to reduce digital threats PG 3.2.2 Increase adoption of GSA-sponsored identity solutions (APG) 	SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery. <ul style="list-style-type: none"> PG 4.2.1 Improve agency adoption and optimization of GSA services PG 4.2.2 Advance Government-wide agreement on the standardization of mission-support functions PG 4.2.3 Address the climate crisis through zero-emission fleet vehicles (APG)
SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall GHG emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity. <ul style="list-style-type: none"> PG 1.3.1 Reduce GHG emissions from the GSA-controlled real estate portfolio PG 1.3.2 Continue reducing energy intensity of GSA-controlled facilities 	SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond. <ul style="list-style-type: none"> PG 2.3.1 Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks 	SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services. <ul style="list-style-type: none"> PG 3.3.1 Increase Government technology acumen and adoption PG 3.3.2 Increase usage and satisfaction with GSA's shared digital services and solutions PG 3.3.3 Increase Federal IT modernization PG 3.3.4 Expand the diversity of the digital workforce 	SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations. <ul style="list-style-type: none"> PG 4.3.1 Improve Government-wide real property data PG 4.3.2 Implement effective policy initiatives PG 4.3.3 Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices
SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations. <ul style="list-style-type: none"> PG 1.4.1 Expand and deploy the "Good Neighbor Program" (GNP) nationwide 	SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA. <ul style="list-style-type: none"> PG 2.4.1 Increase opportunities for persons with disabilities through GSA procurement PG 2.4.2 Maintain and improve the percent of spend that goes to small business from the MAS PG 2.4.3 Create more opportunities for small and socio-economic businesses 		

FY 2022 - FY 2023 Agency Priority Goals (APGs)

Right-Size GSA's Real Estate Portfolio

GSA will transform its real estate portfolio to better reflect the changing needs of the post-pandemic Federal workforce. As agencies modify their physical footprint, GSA will right-size its inventory to fully use its federally owned assets, backfill or terminate vacant leased space, and dispose of the properties necessary to achieve an optimized portfolio.

GSA will engage customers to develop National Workspace Portfolio Plans for the 24 Chief Financial Officers (CFO) Act agencies by September 30, 2023. Plans will define the customer's desired future real estate footprint, the steps necessary to reach that footprint and strategies for supporting the customer's evolving workstyle needs through technology and services solutions.

Goal Leader: Nina M. Albert, Commissioner, Public Buildings Service

Address the Climate Crisis through Zero-Emission Fleet Vehicles

As part of GSA's efforts to tackle the climate crisis, the agency will support near-term global reductions in greenhouse gas emissions and a long-term goal of net-zero global emissions by helping agencies increase their conversions to clean- and zero-emission fleet vehicles (ZEVs).

GSA will work with customer agencies to enable an increasing percentage of vehicles eligible for replacement with ZEVs to be replaced with ZEVs each fiscal year.

Note: Actual targets will depend on the level and specified purpose of funding received and the EV make/models available from industry that meet agency mission requirements.

Goal Leader: Sonny Hashmi, Commissioner, Federal Acquisition Service

Increase Adoption of GSA-Sponsored Identity Solutions

GSA will increase adoption of Login.gov, a simple, secure, and equitable shared service at the forefront of the public's digital identity. The goal is for Login.gov to be the public's one account for accessing government services online. Login.gov can cost-effectively help agencies to support a better user experience, streamline user accounts, and enhance security. GSA is expanding its suite of identity solutions to increase diversity of vendor and Government data source providers. GSA wants to improve identity verification rates across a broader set of demographics, such as age, ethnicity, and socioeconomic status.

- Increase the number of customer agencies using at least one GSA identity management solution from 27 to 33 agencies.
- Increase the number of annual active users on the Login.gov platform from 16M to 41M.
- Expand the number of identity vendors and Government data source providers utilized on the platform from 2 to 4.

**Goal Leaders: Sonny Hashmi, Commissioner, Federal Acquisition Service
Dave Zvenyach, Director, Technology Transformation Services**

FY 2023 Strategic Objectives (SO) and Performance Indicators (PI) Summary

SO 1.1 Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans ↑ (APG) (New)	PBS	N/A	N/A	N/A	N/A	50%	80%

SO 1.2 Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.2.1 (a) Lease cost relative to the average market rate ↓	PBS	-17.0%	-12.6%	-10.25%	-7.0%	-9.0%	-7.0%
PI 1.2.1 (b) Percent of non-competitive sales and donations awarded within 220 days ↑	PBS	98%	95.5%	100%	93%	93%	93%
PI 1.2.1 (c) Percent of public sale properties awarded within 135 days ↑	PBS	99%	100%	98%	98%	98%	98%
PI 1.2.1 (d) Gross sales revenue from GSA disposals (in millions)* ↑	PBS	\$61.7	\$38.2	\$4.95	\$13.5	\$28	\$17.25
PI 1.2.1 (e) Capital projects schedule variance ↔ (Revised)	PBS	N/A	N/A	-1.5%	0 to -20%	0 to -10%	0 to -10%
PI 1.2.1 (f) Percent of capital projects on budget ↑ (Revised)	PBS	82.0%	83.5%	80.2%	80%	80%	80%

*The targets do not include disposal actions executed under FASTA authority.

SO 1.3 Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.*

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions) ↑	PBS	41.4%	45.3%	51.0%	N/A	50.0%	TBD
PI 1.3.2 Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015) ↓	PBS	5.06%	10.33%	11.09%	10.58%	11.34%	TBD

SO 1.4 Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 1.4.1 “Good Neighbor Program” Planning Outreach and Partnership engagements ↑ (New)	PBS	8	8	5	N/A	22	33

SO 2.1 Ensure GSA’s portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.1.1 Acquisition program savings delivered to customers (in billions) ↑	FAS	\$6.54	\$5.92	\$6.09	\$5.00	\$6.10	\$6.20
PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions) ↑	FAS	\$32.0	\$36.6	\$39.8	\$32.5	\$38.0	\$39.0

SO 2.2 Improve stakeholder satisfaction by delivering simplified customer and supplier experiences

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.2.1 Customer Loyalty Survey score (Rating scale is 1 to 10) ↑	FAS	7.6	7.9	7.8	7.9	7.9	8.0
PI 2.2.2 Industrial Satisfaction Survey score (Rating scale is 1 to 5) ↑	FAS	3.65	3.81	3.90	3.85	3.95	4.00
PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index ↑	PBS	70%	N/A*	N/A*	N/A*	N/A*	70%
PI 2.2.4 (a) Average Entity scores as measured by Procurement Mgmt. Review Division (PMRD) ↑ (New)	OGP	89%	85%	87%	N/A	85%	85%
PI 2.2.4 (b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3) ↑ (New)	OGP	2.22	2.12	2.11	N/A	2.00	2.00

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY20 or FY21. Given the uncertainty around plans for tenants to return to the office, GSA will not conduct the TSS in FY22. GSA expects to restart the TSS in FY23.

SO 2.3 As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management ↑ (New)	OGP	N/A	N/A	N/A	0% (baseline)	50%	80%

SO 2.4 Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 2.4.1 Percent of GSA obligations to AbilityOne Program ↑ (New)	OGP	7.39%	7.91%	5.78%	2%	2.5%	+0.5% of FY22 Result
PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS) ↑	FAS	38.8%	37.2%	36.7%	35.0%	36.0%	37.0%
PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting ↑	OSDBU	42.69%	49.43%	46.89%	30.0%*	TBD*	TBD*
PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade ↑ (New)	OSDBU	A+	A+	N/A**	A+	A+	A+

*Targets reflect goals to be established by SBA for fiscal year performance.

**Results will not be available until approximately the fourth quarter of the following fiscal year.

SO 3.1 Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards ↑ (New)	OCE	N/A	N/A	4%	N/A	8%	20%
PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant ↑ (New)	FAS TTS	N/A	N/A	53%	N/A	75%	100%
PI 3.1.1 (c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions ↑ (New)	OGP	N/A	N/A	3%	Baseline	5%	5%
PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program ↑ (New)	FAS TTS	N/A	N/A	6,000	N/A	6,300	6,615

SO 3.2 Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability

Performance Indicators (Desired trend direction: ↑ = increasing ↓ = decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative) ↑	FAS	1,273	1,847	2,864	2,760	3,174	3,650
PI 3.2.1 (b) Average time to obtain FedRAMP authorization through the Joint Advisory Board (months) ↓ (New)	FAS	4.19	4.82	4.6	4.55	4.1	3.6
PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months) ↓ (New)	FAS	N/A	N/A	8.1	8.04	7.2	6.4
PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution ↑ (APG) (New)	FAS TTS	17	19	27	N/A	31	33
PI 3.2.2 (b) Number of active users on Login.gov (in millions) ↑ (APG) (New)	FAS TTS	N/A	14	16	N/A	32	41
PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform ↑ (APG) (New)	FAS TTS	N/A	2	2	N/A	4	4

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.2.2 (d) Number of Login.gov serviced applications ↑ (APG) (New)	FAS TTS	46	83	199	100	250	350

SO 3.3 Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 3.3.1 Number of agencies using TTS consulting services and products ↑ (New)	FAS TTS	60	57	74	N/A	82	90
PI 3.3.2 (a) TTS business volume (in millions) ↑ (New)	FAS TTS	\$58.9	\$76.0	\$96.3	\$110.5	\$123.8	\$161.0
PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score ↑ (New)	FAS TTS	N/A	N/A	41	N/A	45	50
PI 3.3.3 (a) Percent of Federal Citizen Services Fund (FCSF)'s American Rescue Plan (ARP) funds that have been obligated (cumulative) ↑ (New)	FAS TTS	N/A	N/A	2.2%	N/A	50%	80%
PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative) ↑ (New)	OGP	N/A	N/A	1	Baseline	2	3
PI 3.3.4 Number of new hires for the U.S. Digital Corps program ↑ (New)	FAS TTS	N/A	N/A	0	Baseline	20	50

SO 4.1 Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.1.1 Number of completed evaluations Government-wide ↑ (New)	OGP	11	0	18	N/A	14	16

SO 4.2 Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services ↑ (New)	OGP	4	4	4	N/A	5	6
PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF) ↑	OGP	15	21	36	12	18	18
PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available ↑ (APG) (New)	FAS	3.0%	1.7%	6.74%	N/A	10.0%	37.0%
PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease ↑ (APG) (New)	FAS	11	13	34	N/A	50	55
PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet ↑ (APG) (New)	FAS	15.80%	19.60%	18.49%	N/A	21%	25%

SO 4.3 Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data* ↑ (New)	OGP	N/A	70%	TBD	N/A	75%	85%
PI 4.3.1 (b) Percent of true real property data errors* ↓ (New)	OGP	19.43%	15.34%	TBD	12%	10%	9%
PI 4.3.2 Percent of key users that rate OGP policy initiatives effective ↑ (New)	OGP	N/A	N/A	N/A	N/A	Baseline	75%
PI 4.3.3 Percent of training attendees that rate Government-wide training effective ↑ (New)	OGP	N/A	N/A	N/A	N/A	Baseline	TBD

*One-year lag in reporting data results.

Key Capabilities (KC)

Performance Indicators (Desired trend direction: ↑= increasing ↓= decreasing ↔ = within range)	Lead Office	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Targets	FY 2022 Targets	FY 2023 Targets
KC 1 Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey ↑	CXO	5.42	5.49	5.75	5.40	5.45	5.70
KC 2 Total GSA operating cost as a percentage of goods and services provided ↓	OCFO	8.01%	7.64%	7.5%	8.25%	8.09%*	8.37%*
KC 3 GSA Overall Employee Engagement Index (EEI) ↑	Service & Staff Offices	78%	83%	83%	83%	83%	1% increase from 2022 result OR target is prior year's result**
KC 4 GSA Federal IT Acquisition Reform Act (FITARA) Scorecard Score ↑ (New)	GSA IT	B+	A+	A+	B+	B+	TBD
KC 5 Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1 ↑ (New)	GSA IT	100%	98%	98.3%	95%	95%	90%
KC 6 Competition rate for GSA acquisitions ↑ (Revised)	OGP	91.4%	92.0%	90.7%	90%	90%	90%
KC 7 Number of completed evaluations at GSA ↑ (New)	OGP	0	0	0	Baseline	4	6

*GSA's operating costs as a percentage of goods and services provided have been driven by above plan increases in business volume and under-execution in expenses, particularly in FTE. GSA's FY 2022 and FY 2023 targets reflect a moderate level of growth in business volume that is offset by increased expense execution as GSA programs hire more FTE, increase spending to support the Administration's priorities, and fully execute their operating budget plans.

**If EEI score decreases from previous year, then the target would be a 1 percent increase from prior year's result. If EEI score remains constant or increases from previous year, target would equal prior year's result.

FY 2023 Annual Performance Plan

Strategic Goal 1

Real Estate Solutions: Financially and environmentally sustainable, accessible, and responsive workspace solutions that enable a productive Federal workforce.

Two critical trends have created the opportunity to optimize the GSA-controlled real estate portfolio to better serve the future needs of the Government and save money for the American taxpayers:

1. Workspace allocated per person is likely decreasing, a long-term trend accelerated by the COVID-19 pandemic. The pandemic demonstrated that full-time telework is a viable option and that the future will include a mix of office-based work and telework. This presents a unique opportunity to restructure GSA's real estate portfolio and meet customers' workplace needs through a combination of space and technology services.
2. While office trends might change the composition and size of the GSA real estate portfolio in the future, GSA will continue to manage a significant asset base and must maintain its facilities in a state of good repair. For the past decade, funding shortfalls have hindered GSA's ability to address the growing backlog of deferred maintenance. GSA must address these deferred maintenance needs to provide safe, functional, and healthy workspaces for Federal employees at a good value for the American taxpayer, and to manage capital costs responsibly.

This strategic goal positions GSA to lead the Federal Government's real estate optimization efforts as part of the "future of work." GSA seeks to offer agencies integrated space and virtual workspace solutions, shifting occupant agencies from leased to federally owned facilities under GSA's jurisdiction, custody, and control, reversing the growing backlog of repairs and alterations, and disposing of underutilized facilities that are surplus.

GSA also seeks to invest in climate adaptation tools and strategies to minimize negative climate impacts on GSA-controlled facilities. To accomplish this strategic goal, GSA will need to secure the funding required to maintain Federal facilities to house nearly 1 million Federal employees safely.

Strategic Objective 1.1

Develop and offer integrated and virtual workspace options and services that maximize flexibility, particularly in anticipation of increased telework.

GSA is committed to partnering with all customer agencies to assess and deliver their future real estate needs. GSA will proactively and regularly engage with its customers to understand changing mission needs and guide their workspace strategies based on those evolving requirements.

GSA is developing and deploying customer-driven solutions through the Workplace 2030 initiative that will enable agencies to align people, processes, and tools around their workspace strategies. Workplace 2030 solutions will focus on the future of Federal work, exploring how expanded telework, hybrid work environments, and distributed organizational models can enhance the mission effectiveness. GSA will also continually monitor and quantify variables such as space utilization, changing demand, and market trends to improve data-driven decisions. This objective focuses on these activities as a key component to right-sizing GSA's real estate footprint.

Strategic Initiatives

1. Lead the Federal Government's post-COVID real estate efforts.

- a. Proactively engage with customers to develop and deploy workspace solutions that right-size GSA's real estate portfolio.
- b. Establish a baseline and make data-driven decisions on future operating postures.
- c. Partner with agencies to determine what the future Federal workspace may look like and the potential for cost savings and space utilization.

2. Evolve and expand workspace solutions for agencies.

- a. Develop a set of offerings for customers that integrates real estate, technology, and work support solutions.
- b. Deploy integrated workspace solutions to meet customer agencies' changing real estate needs.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> ● Federal Acquisition Service ● Office of the Chief Financial Officer ● GSA IT ● Office of Congressional and Intergovernmental Affairs ● Office of Strategic Communication

Performance Goal 1.1.1 - Right-Size GSA's Real Estate Portfolio (APG)**Benefit to the Public:**

GSA will optimize taxpayer spending for real estate and achieve customer satisfaction by partnering with agencies to understand their future space needs and right-size office space.

Performance Indicator Definition:**Percent of CFO Act agencies with new National Workspace Portfolio Plans**

GSA will optimize taxpayer spending for real estate and achieve customer satisfaction by partnering with agencies to develop National Workspace Portfolio Plans with real estate strategies that will meet customer needs and right-size their office space. GSA will engage with all 24 CFO Act agencies to understand their future space needs and develop a plan for their future housing requirements that will incorporate innovative workspace solutions and strategies that will optimize space utilization and save money.

In order to meet this measure, GSA will create a National Workspace Portfolio Plan with 50% of CFO Act agencies in FY 2022 and 80% in FY 2023.

GSA will engage agencies with the goal of developing a partnership plan. GSA will develop strategies to consolidate, track occupancy and use of space with the concurrence of tenant agencies, reduce costly leases, support safe re-entry, and develop innovative designs to support new working environments and trends post-COVID. If the agency is unable to partner with GSA, GSA will partner at a later date as agencies work to understand their needs post pandemic.

In FY 2023, GSA will engage all 24 CFO Act Agencies to develop plans not developed in FY 2022 and update already existing plans with new information and requirements.

PI 1.1.1 Percent of CFO Act agencies with new National Workspace Portfolio Plans

Lead Office: PBS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	50%	N/A
2023	80%	N/A

Strategic Objective 1.2

Secure investments needed to achieve a right-sized and modernized portfolio that is safe, efficient, and affordable for customers.

GSA manages one of the Nation's largest and most diverse real estate portfolios, housing nearly 1 million Federal employees who perform, among other things, vital national security, law enforcement, commerce, and research and development missions. The COVID-19 pandemic created a unique opportunity for GSA and its 50 occupant agencies to rethink how they use space and reposition the portfolio to potentially reduce the overall Federal footprint and to save money.

Investment in Federally owned facilities under GSA's jurisdiction, custody, and control (hereafter referred to as federally owned GSA-controlled facilities) will not only modernize existing space and achieve higher performing facilities, but would also address the growing backlog of repairs and alterations to help properly maintain facilities in the future. For the past decade, funding shortfalls have hindered GSA's ability to make these critically needed investments.

GSA will work with its customer agencies and Congress to secure the funding and approvals necessary to deliver a right-sized portfolio that is financially sustainable. GSA will strategically prioritize investments in federally owned assets to reduce the reliance on leased assets and maintain federally owned GSA-controlled facilities in good condition. Sufficiently investing in Federal facilities supports the President's Management Agenda and takes advantage of the unique opportunity created by the COVID-19 pandemic to re-imagine the future of Federal workspaces and to optimize GSA's real estate portfolio.

Strategic Initiatives

1. Continued prioritization of Lease Cost Avoidance.

- a. Optimize GSA's real estate portfolio and encourage maximum use of federally owned GSA-controlled facilities in lieu of leasing.

2. Develop and implement a real estate strategy with a financially-solvent asset mix.

- a. Prioritize funding to address asset repair backlog and reduce liabilities.
- b. Invest in assets to improve utilization, reduce vacancy, and dispose of underperforming assets.
- c. Reduce reliance on costly leases and improve utilization in federally owned facilities.

3. Seek to secure the funds needed to maintain GSA-controlled facilities in a state of good repair.

- a. Secure consistent and full access to the Federal Buildings Fund to address a backlog of unfunded repair and alterations projects and to maintain federally owned GSA-controlled facilities properly going forward.
- b. Seek increased flexibility to deploy public-private partnership tools and solutions to achieve the Administration's goals of 100% carbon pollution-free electricity by 2035, as well as water- and energy-saving measures.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Office of the Chief Financial Officer • Office of Congressional and Intergovernmental Affairs • Office of Strategic Communication

Performance Goal 1.2.1 - Optimize GSA's real estate portfolio

Benefit to the Public:

An efficient real estate portfolio is crucial to providing safe, healthy, and functional workspaces for tenant agencies, while simultaneously providing the best value to the taxpayer. GSA utilizes several key practices to provide an efficient portfolio: lease contract negotiations, effective space management, and project delivery assessment. Negotiating leases at or below comparable market rates ensures GSA acquires Federal office space at the best value. Effective management of GSA-controlled space includes managing vacant space to improve utilization; and disposing of underutilized assets in a timely fashion. Capital projects provide the critical improvements and agency consolidations required to maintain safe and efficient assets. Project delivery assessment ensures that capital projects are delivered on time and on budget. All these activities reduce costs (operational and project) and support the management of a financially self-sustaining portfolio, providing an effective monetary value returned on the taxpayer's investment.

Performance Indicator Definition:

(a) Lease cost relative to the average market rate:

Compares the net present value (NPV) of a discounted cash flow (DCF) model of a GSA lease to the NPV of the DCF model of an average market lease in a specified submarket. Only pertains to office leases in major metro markets in the United States.

(b) Percent of non-competitive sales and donations awarded within 220 days:

Reports the number of non-competitive sales and donations awarded within 220 days (minus hold times) as a percentage of total public sales. Hold time occurs when a disposal action experiences a delay because of pending legislation, environmental concerns, title problems, historic building reviews, or litigation. Non-competitive sales and donations include negotiated sales, public benefit conveyances, and Federal transfers.

(c) Percent of public sale properties awarded within 135 days:

Reports the number of public sales awarded within 135 days (minus hold times) as a percentage of total public sales. Hold time occurs when the disposal experiences an unavoidable delay because of pending legislation, historic building reviews, or litigation. Time of award refers to the date the offer to purchase is completed by GSA and the purchaser.

(d) Gross sales revenue from GSA disposals (in millions):

This measure will track the total gross proceeds of all disposals brought to successful sale by GSA PBS in FY 2022. The sales total will be recorded on the date of the successful conclusion of the online auction, live auction, negotiated sale, or other sale method used. This date will be used to remain consistent with GSA practice in recording disposal statistics, and not the actual closing date and transfer of deed.

(e) Capital projects schedule variance:

This indicator evaluates schedule performance by how accurately GSA delivers prospectus-level capital projects to their original plans and provides visibility into the projects' lifecycle. The capital projects schedule variance is calculated by comparing the projects' baseline milestone dates to the actual milestone dates, relative to the total baseline project duration.

(f) Percent of capital projects on budget:

This measure will evaluate PBS's ability to manage within the prospectus budget that supported the President's Budget rather than just the construction phase budget. Projects will baseline their budgets within 60 days after receiving their full authorization. PBS will be measured on the percentage of funded projects that are being delivered within their original appropriation. The measure will be used to promote better project planning, scope control, and budget management.

PI 1.2.1 (a) Lease cost relative to the average market rate

Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	-5.2%
2019	Baseline	-17.0%
2020	<=-7.0%	-12.6%
2021	-7.0%	-10.25%
2022	-9.0%	N/A
2023	-7.0%	N/A

PI 1.2.1 (b) Percent of non-competitive sales and donations awarded within 220 days

Lead Office: PBS

Fiscal Year	Target	Results
2018	93%	97.5%
2019	93%	98%
2020	93%	95.5%
2021	93%	100%
2022	93%	N/A
2023	93%	N/A

PI 1.2.1 (c) Percent of public sale properties awarded within 135 days

Lead Office: PBS

Fiscal Year	Target	Results
2018	98%	98%
2019	98%	99%
2020	98%	100%
2021	98%	98%
2022	98%	N/A
2023	98%	N/A

PI 1.2.1 (d) Gross sales revenue from GSA disposals (in millions)

Lead Office: PBS

Fiscal Year	Target*	Results
2018	N/A	\$76.4
2019	\$15	\$61.7
2020	\$15	\$38.2
2021	\$13.5	\$4.95
2022	\$28	N/A
2023	\$17.25	N/A

*The targets do not include disposal actions executed under FASTA authority.

PI 1.2.1 (e) Capital projects schedule variance

Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	N/A
2020	Baseline	N/A
2021	0 to -20%	-1.5%
2022	0 to -10%	N/A
2023	0 to -10%	N/A

PI 1.2.1 (f) Percent of capital projects on budget

Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	82.0%
2020	Baseline	83.5%
2021	80%	80.2%
2022	80%	N/A
2023	80%	N/A

Strategic Objective 1.3

Establish and implement cross-cutting solutions that mitigate climate risks by increasing building resilience, reducing overall greenhouse gas emissions, improving energy, water, and waste efficiency, and supporting the transition to carbon pollution-free electricity.

The Federal Government faces broad exposure to the mounting risks and costs already posed by the climate crisis. GSA has a unique standing to address the climate crisis by using its mission, authorities, buying power, and expertise to advance the Administration's climate resilience efforts. To do so, GSA will develop and deploy a climate and sustainability strategy for the facilities in its real estate portfolio. GSA will prioritize investments in climate resilience capacities, acquiring and deploying climate monitoring technologies, and strengthening critical climate sustainability policies. GSA will also prioritize investments in greenhouse gas (GHG) emission reduction and sustainable performance. Progress will be based on clean energy, energy and water efficiency, performance contracting, waste diversion, and sustainable strategies.

Strategic Initiatives

- 1. Achieve 100% renewable electricity sources by 2025 and 100% carbon pollution-free electricity by 2030, including 50 percent 24/7 carbon pollution-free electricity.**
 - a. Develop and implement a Renewable Energy Strategic Plan that considers GSA portfolio, life cycle analysis, industry best practices, market conditions, and available options and contract mechanisms.
- 2. Target 50% of eligible buildings to comply with the Guiding Principles for Sustainable Federal Buildings by 2025.**
 - a. Target sustainability performance challenges and needed building improvements.
 - b. Support the interagency effort to develop a Federal Buildings Performance Standard.
- 3. Target net-zero designs for new construction and major modernization by 2030.**
 - a. Partner with Federal agencies to enhance project sustainability requirements by:
 1. Updating the *Facilities Standards for the Public Buildings Service* (PBS-P100) to require new construction designs to be, at least, net zero energy-ready.
Note: The P-100 only applies to GSA-managed actions. It does not impact other agencies' construction/renovation activity nor is it part of OGP Government-wide real property activities.
 2. Eliminating usage of fossil fuel-generated energy in new and modernized buildings.
 3. Exploring ways to reduce the embodied carbon of materials used in construction and modernization projects.
- 4. Develop a robust and resilient capacity to manage climate change risks and secure Federal real property investments by 2025.**
 - a. Establish a climate risk management process and resilience program that will formulate criteria and metrics to inform real property decisions and monitor risk reduction investments (e.g., building flood protection, resilient power, and wildfire damage prevention).

Goal Leaders	Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Federal Acquisition Service • Office of Government-wide Policy • GSA IT • Office of the Chief Financial Officer

**Performance Goal 1.3.1 - Reduce greenhouse gas emissions
from the GSA-controlled real estate portfolio**

Benefit to the Public:

Reducing GHG emissions mitigates climate impacts to the Nation. GHG emissions reduction benefits local air quality and reflects improved performance on traditional PBS building performance metrics, including footprint, energy reductions, renewable energy, and sustainable buildings. GSA's recent approach for GHG reduction has focused on facilities' energy efficiency and renewable electricity procurements. Progress on these fronts has led to some of the largest Scope 1 and 2 emission reductions in recent years.

Performance Indicator Definition:

Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions):

GHG reduction (metric tonnes carbon dioxide equivalent) from FY 2008 baseline (Scope 1 and 2 emissions):

Scope 1 covers direct emissions from federally owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating, and cooling produced by others and consumed by GSA. Further details on GSA's GHG emissions (Scope 1 and 2) can be found at [sustainability.gov](https://www.gsa.gov/sustainability), including breakouts for net electricity emissions; stationary combustions; and steam, hot and chilled water.

PI 1.3.1 Greenhouse gas reduction from FY 2008 baseline (Scope 1 and 2 emissions)

Lead Office: PBS

Fiscal Year	Target	Results
2018	N/A	39.0%
2019	N/A	41.4%
2020	N/A	45.3%
2021	N/A	51.0%
2022	50.0%	N/A
2023	TBD	N/A

Performance Goal 1.3.2 - Continue reducing energy intensity of GSA-controlled facilities**Benefit to the Public:**

Energy conservation and efficient operations in Federal workspaces lowers costs, reduces emissions, and, in some markets, can help stabilize the grid and contribute to energy infrastructure resiliency. Investing in energy efficiency in Federal spaces can serve as a catalyst for the broader marketplace of facility energy efficiency. Energy-efficient Federal facilities are better poised to meet modern climate challenges and contribute to mission assurance for the tenant agencies that depend on them.

Performance Indicator Definition:**Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015)*:**

This measure compares current energy intensity with the FY 2015 energy intensity. Energy intensity reduction mandates and specific percentage targets were part of several laws and Executive Orders from the past; however, the most recent Executive Order (Executive Order 14057) does not contain a specific reduction target or energy usage goal, but instead requests that agencies establish targets for fiscal year 2030.

Note: BTU/GSF (British thermal units of energy per gross square foot) is sometimes called “energy intensity” or “energy usage index”; it is a common metric for describing energy efficiency in buildings.

PI 1.3.2 Energy intensity reduction (cumulative % reduction in BTU/GSF from baseline year of FY 2015)

Lead Office: PBS

Fiscal Year	Target	Results
2018	7.50%	5.41%
2019	5.66%	5.06%
2020	5.31%	10.33%
2021	10.58%	11.09%
2022	11.34%	N/A
2023	TBD	N/A

*A new Government-wide energy use intensity measure is expected as part of implementing instructions to E.O. 14057. GSA will revise its measure definition and re-baseline targets in FY 2023 to align to this new standard.

Strategic Objective 1.4

Identify and implement programs that positively impact local communities through enhanced economic activity and opportunities for underserved populations.

GSA is the Nation's largest landlord, managing more than 8,800 federally owned and leased assets located in approximately 2,000 communities throughout the 50 States, five territories, and the District of Columbia. GSA's vast reach presents a unique opportunity to support State, local, and Tribal governments' economic goals, along with the well-being of communities that host GSA-controlled facilities. GSA has the responsibility to leverage its real estate actions in ways that support community development and local planning goals, while meeting customer agency needs. This derives from legal mandate as well as sound business practice. GSA's Good Neighbor programs (GNP) provides the technical expertise and planning tools to help leverage its projects in support of community planning goals – to create multiple returns for both communities and customer agencies.

GSA, while balancing customer agency mission requirements, security criteria, and the interests of the American taxpayer, will use the GNP to identify and align projects that may support local community priorities. GSA will design and locate Federal facilities with local economic development and planning goals in mind; design facilities to maximize sustainability and to reflect the local community; coordinate with Federal agencies and State, local and Tribal governments to advance environmental justice where GSA-controlled facilities are having disproportionate negative impact on local communities; and coordinate with State, local and Tribal governments on uses for and disposition of Federal surplus real property.

Strategic Initiatives

- 1. Coordinate major GSA development projects with State, local, and Tribal stakeholders to generate positive and long-lasting community impacts for those communities that host GSA-controlled facilities.**
 - a. Support local economic development and community planning goals through early and in-depth engagement for major GSA projects with local officials and other stakeholders.
 - b. Expand and enhance the use of pre-design collaborative techniques on new construction and other projects that impact the public realm to maximize community benefits.
- 2. Collaborate with Federal agencies to accelerate economic recovery, sustainability, and environmental justice.**
 - a. Partner with Federal agencies to explore and implement policies and procedures that target economic recovery and environmental improvement, especially in neighborhoods that have historically suffered from disinvestment and environmental harm.

3. Expand use of environmental justice and sustainability mapping with other spatial data tools to help GSA decision making.

- a. Use mapping tools to better understand how GSA's real estate investments impact local communities.

Goal Leader	Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Office of Congressional and Intergovernmental Affairs • Office of Small and Disadvantaged Business Utilization • Office of Government-wide Policy • Office of Strategic Communication

Performance Goal 1.4.1 - Expand and deploy the "Good Neighbor Program" nationwide

Benefit to the Public:

Early coordination between GSA and local officials can help to identify opportunities for Federal real estate activities to support local economic development and planning goals. Relevant Federal activities include site selection, new construction, leasing, shared use, and facility management, as well as sustainability and site work.

GSA will implement the GNP to the extent possible and when doing so is advantageous to the American taxpayer, to support local community priorities, accelerate economic recovery, and advance environmental justice.

Performance Indicator Definition:

"Good Neighbor Program" Planning Outreach and Partnership (POP) engagements:

Under its GNP, GSA will use POP engagements to meet and coordinate with local officials. As part of these workshops, GSA and local officials will share community-wide inventory, long-range planning, and other information to identify concerns, find areas of mutual interest, and develop working relationships well in advance of formal real estate actions, when opportunities to leverage mutual goals are maximized.

POP meetings will be held in communities where coordination between GSA and local governments would be most valuable. This would include communities where GSA plans future construction or modernization projects and major leasing activity, as well as communities where the use or management of the existing GSA portfolio has potential to support local sustainability, environmental justice, or other local planning goals.

GSA is targeting to hold 22 POP engagements in various communities across the country in FY 2022 and an additional 33 engagements in FY 2023. An outcome of each meeting will be a standardized report outlining next steps for engagement, partnership, and any agreed-upon community improvement actions by GSA and the local government.

PI 1.4.1 "Good Neighbor Program" Planning Outreach and Partnership (POP) engagements

Lead Office: PBS

Fiscal Year	Target	Results
2018	Baseline	N/A
2019	Baseline	8
2020	Baseline	8
2021	Baseline	5
2022	22	N/A
2023	33	N/A

Strategic Goal 2

Acquisition: A modern, accessible, and streamlined acquisition ecosystem and a robust marketplace connecting buyers to the suppliers and businesses that meet their mission needs.

As the Federal Government's primary provider of acquisition services, GSA is committed to delivering value, innovation, and an exceptional customer experience. Every day, we help our customers make smart purchasing decisions to get the goods and services they need.

GSA uses the collective buying power of the Government to negotiate better prices, while using efficient operations, market expertise, and proactive partnerships with customer agencies and private sector vendors.

GSA plays an important role in advancing the Administration's priorities through leadership in Government-wide acquisition, including economic growth, climate resiliency, and strengthening diversity, equity, inclusion, and accessibility. The acquisition policies GSA establishes and implements have a significant and lasting impact on communities and stakeholders.

Over the five-year horizon of this strategic plan, GSA intends to:

- Deliver best-value products and services to enable customers' missions.
- Modernize acquisition through technology to improve the overall experience for our buyers and suppliers.
- Use our strategic position in the market, our expertise, and our relationships with customers and suppliers to drive equitable markets, sustainable practices, and continued economic recovery.

Strategic Objective 2.1

Ensure GSA's portfolio of offerings meets market demand for products, services, and solutions and the desired acquisition approaches.

The Federal Government relies on GSA to meet its evolving acquisition needs. GSA products, services, and solutions offerings help agencies accomplish their core missions and serve the public. GSA needs the right acquisition approaches to drive targeted outcomes, cost savings, faster responses, and broader socioeconomic access. In addition, GSA offerings need the right market intelligence, including the data and resulting insights, to navigate complex and changing market dynamics.

Over the next five years, GSA will help reshape the Federal marketplace by refining and adapting its offerings, acquisition approaches, and market intelligence. GSA envisions a highly efficient market that brings customers and suppliers together with solutions that are purposefully designed to support each acquisition's unique needs. Using the strategies listed in this section, GSA will ensure that its solutions align with customers' changing needs while adding value throughout the acquisition process.

Strategic Initiatives

- 1. Evolve GSA's capabilities by tailoring offerings to the markets they serve.**
 - a. Improve the Services Marketplace contracting experience for customers, suppliers, and the acquisition workforce.
 - b. Refine and clarify the online Products Marketplace offerings to improve customer experience and the selection process.
- 2. Help the Federal Government approach acquisition as a single, connected enterprise.**
 - a. Improve data access and analytics to gain insights about spend patterns, build policies to reinforce category management principles, increase transparency, foster public policy objectives, and reduce duplication of solutions.
- 3. Ensure GSA is at the forefront of acquisition innovation while maintaining exceptional contract quality.**
 - a. Deliver best-value solutions to customers, particularly on reducing customer risk, enhancing end-user capabilities, and leveraging GSA's Government-wide acquisition expertise.
- 4. Fully transition the Federal Government to the next generation of telecommunications contracts.**
 - a. Adopt Enterprise Infrastructure Solutions (EIS) to efficiently leverage the scale of Government buying power while standardizing and optimizing major portions of the Federal technological infrastructure.
- 5. Provide purchasing solutions to support evolving workspaces and telework trends.**
 - a. Use market insights from the Workplace 2030 project to inform the development of a new service to Federal customers to support acquisition of home office equipment for an increasingly hybrid workforce.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service
Contributing Programs	<ul style="list-style-type: none"> • Office of Government-wide Policy • Office of Small and Disadvantaged Business Utilization • GSA IT

Performance Goal 2.1.1 - Expand the use of GSA acquisition solutions, and associated savings, across the Government

Benefit to the Public:

Achieving this goal will result in greater savings, enabling customer agencies to meet mission-critical needs at a lower cost to taxpayers.

Performance Indicator Definition:

Acquisition program savings delivered to customers (billions):

Annual targets are developed by aggregating various program-specific targets across FAS, each with a specific methodology for calculating savings. The types of savings fall into one of three groups:

1. Savings realized by utilizing FAS procurement vehicles compared to commercial alternatives
2. Savings realized through FAS offerings compared to other Government offerings
3. Savings returned to customers via bank refunds for using a FAS purchase, travel, or fleet card

PI 2.1.1 Acquisition program savings delivered to customers (in billions)

Lead Office: FAS

Fiscal Year	Target	Results
2018	\$5.22	\$5.86
2019	\$5.90	\$6.54
2020	\$6.60	\$5.92
2021	\$5.00	\$6.09
2022	\$6.10	N/A
2023	\$6.20	N/A

Performance Goal 2.1.2 - Increase Multiple Award Schedule (MAS) sales

Benefit to the Public:

Using a single schedule with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services.

Performance Indicator Definition:

Multiple Award Schedule (MAS) sales (billions):

Measured by increase in business volume. Sales for the MAS program are reported via the Sales Reporting Portal and when the Industrial Funding Fee (IFF) is remitted. The information is validated by a comparison and variance from the Office of the Chief Financial Officer related to the revenue submitted for the MAS program.

PI 2.1.2 Multiple Award Schedule (MAS) sales (in billions)

Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	\$31.2
2019	N/A	\$32.0
2020	\$32.3	\$36.6
2021	\$32.5	\$39.8
2022	\$38.0	N/A
2023	\$39.0	N/A

Strategic Objective 2.2

Improve stakeholder satisfaction by delivering simplified customer and supplier experiences.

Strong partnerships with other agencies and suppliers are critical to the success of GSA and to support decisions that create value and savings for customers and the American people. Doing business with GSA should be an easy and transparent experience; GSA must continuously simplify and streamline its processes and systems. To accomplish this, GSA will focus on:

- Improving the supplier onboarding process for the Multiple Award Schedule (MAS) program
- Streamlining the buyer experience
- Modernizing acquisition through technology
- Striving for excellence in contract administration

Strategic Initiatives

1. Improve the supplier onboarding process for GSA's MAS program.

- a. Streamline the supplier experience by building and deploying journey maps to identify inconsistencies throughout the MAS program. This will help suppliers better understand system requirements and improve the information they provide.
- b. Create training for new suppliers to strengthen their business marketing.

2. Streamline the buyer experience.

- a. Streamline access to acquisition tools, simplify market research, and provide commonly used documents, templates, and pricing resources for services that help with acquisition planning.
- b. Identify opportunities to improve the buyer experience and usability of the Products Marketplace and GSA Advantage!®, focusing on search functionality, shipping notifications, product photos, and inventory status.

3. Modernize acquisition through technology.

- a. Deliver a modern, enterprise-wide Contract Acquisition Life-cycle Management (CALM) system to streamline acquisition systems.
- b. Merge legacy applications under the Assisted Services Shared Information System (ASSIST) to provide users with a single experience for all GSA Assisted Acquisitions.
- c. Automate bots to produce time savings and/or increase quality through error detection.
- d. Streamline and improve data management for the more than 50 million products and services offered to the Federal Marketplace (FMP) through Catalog Management.

4. Improve GSA contract administration to ensure effective mission execution.

- a. Conduct both cyclical and targeted reviews of contracting activities' acquisition performance.
- b. Assign agency-wide corrective action plans and share results with GSA senior leadership and key acquisition professionals to monitor continual performance improvements.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> Office of Customer Experience GSA IT

Performance Goal 2.2.1 - Increase customer satisfaction
<p>Benefit to the Public:</p> <p>Assessing customer loyalty allows GSA to take action to improve program operations. The network of suppliers and vendors GSA leverages to provide customer agencies with goods and services is essential to service delivery. Through positive working relationships that are mutually beneficial for the supplier and customer, GSA is able to provide better service to customers, and ultimately to the public.</p>
<p>Performance Indicator Definition:</p> <p>Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10):</p> <p>Tracks customer loyalty and ensures GSA's FAS is effective at meeting customer requirements. GSA identifies customers and develops a questionnaire to ensure program offices have actionable recommendations for areas of improvement. The result is the average score across three loyalty intention items for each respondent. Responses are rated on a 10-point scale where "1" equals "not at all likely" and "10" equals "very likely." The three key questions are:</p> <ol style="list-style-type: none"> 1. How likely are you to recommend [program office] to others? 2. How likely are you to continue to use [program office] in the future? 3. How likely are you to consider [program office] as your first choice for [product/service]?

PI 2.2.1 Customer Loyalty Survey (CLS) score (Rating scale is 1 to 10)

Lead Office: FAS

Fiscal Year	Target	Results
2018	7.4	7.5
2019	7.5	7.6
2020	7.6	7.9
2021	7.9	7.8
2022	7.9	N/A
2023	8.0	N/A

Performance Goal 2.2.2 - Increase satisfaction of supplier base**Benefit to the Public:**

Strong supplier relationships make interactions between the Government and industry more efficient, transparent, and cost effective, creating lower cost services that maximize taxpayer dollars. When Government and industry collaborate effectively, the highest-quality solutions can be delivered to meet customer agencies' missions to the public.

Performance Indicator Definition:**Industrial Satisfaction Survey (ISS) score (Rating scale is 1 to 5) (formerly Supplier Relationship Management Survey):**

Distributed annually to over 13,000 unique industry partners with contracts covering a diverse portfolio of GSA contract vehicles. The sources for the vendors are e-Library, Federal Procurement Data System - Next Generation (FPDS-NG), and GSA's Salesforce database. Respondents are asked "Please consider all of your experiences interacting with [GSA program]. How satisfied are you?" Responses are rated on a 5-point scale where "1" equals "Very Dissatisfied" and "5" equals "Highly Satisfied." The overall score represents the average of each portfolio's average score.

PI 2.2.2 Industrial Satisfaction Survey (ISS) score (Rating scale is 1 to 5)

Lead Office: FAS

Fiscal Year	Target	Results
2018	3.80	3.69
2019	3.73	3.65
2020	3.70	3.81
2021	3.85	3.90
2022	3.95	N/A
2023	4.00	N/A

Performance Goal 2.2.3 - Improve tenant satisfaction in Government-owned and -leased space**Benefit to the Public:**

Tenant satisfaction is a good barometer for GSA to measure how well it is providing safe, reliable, productive, and sustainable workplace environments that support agencies' abilities to adequately serve the public at the best value to the taxpayer.

Performance Indicator Definition:**Tenant Satisfaction Survey (TSS) - Facilities Management Index:**

Tenant satisfaction with Government owned and leased space – Facilities Management (FM) Index comprises nine existing questions from the Tenant Satisfaction Survey related to the condition of the building and grounds, common areas, restrooms, and elevators. Each question relates to areas of the building that GSA's facility managers directly influence or control.

To calculate the FM Index score, all the "4" and "5" responses for the nine questions are added then divided by the total number of responses.

PI 2.2.3 Tenant Satisfaction Survey (TSS) - Facilities Management Index

Lead Office: PBS

Fiscal Year	Target	Results
2018	69%	70%
2019	70%	70%
2020	N/A*	N/A*
2021	N/A*	N/A*
2022	N/A*	N/A*
2023	70%	N/A

*Due to decreased occupancy levels associated with the COVID-19 pandemic, GSA did not conduct the TSS in FY 2020 or FY 2021. Given the uncertainty around plans for tenants to return to the office, GSA will not conduct the TSS in FY 2022. GSA expects to restart the TSS in FY 2023.

**Performance Goal 2.2.4 - Improve the quality of contract administration
in GSA contracting activities**
Benefit to the Public:

GSA Procurement Management Reviews (PMRs) assess GSA contracting activities and program offices to identify successes and challenges in the performance of contract administration and execution. Specific test questions are developed and applied at the entity and transactional levels to identify: (1) whether proper policies, controls, and training are in place to support successful contract administration and execution; and (2) whether contract files are compliant with applicable laws, regulations, and policies at the transactional level. Contract administration is essential to ensuring the Government and taxpayer are getting what they are paying for.

Performance Indicator Definition:**(a) Average Entity scores as measured by Procurement Management Review Division (PMRD):**

This indicator measures if proper policies, controls, and training are in place to confirm successful contract administration and execution. Contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy's "Guidelines for Assessing the Acquisition Function." The framework is built around four Cornerstones, each with an associated weighting: Organizational Alignment & Leadership, Policies & Processes, Human Capital, and Information Technology & Stewardship. Within each Cornerstone, there are two elements with a critical success factor used to gauge the efficiency and effectiveness in acquisitions. Each test is assigned a value and all test scores are added together for an overall score out of 100 points.

For entity-level reviews, contracting activities are evaluated against a framework based on the OMB Office of Federal Procurement Policy's "Guidelines for Assessing the Acquisition Function". The framework is built around four Cornerstones, each with an associated weighting:

- Organizational Alignment & Leadership, 30%
- Policies & Processes, 30%
- Human Capital, 20%
- Information Technology & Stewardship, 20%

Within each Cornerstone, there are two elements with a critical success factor used to gauge the efficiency and effectiveness in acquisitions. Each test is assigned a value and all test scores are added together for an overall score out of 100 points.

(b) Average Transactional scores as measured by PMRD (Rating scale is 0 to 3):

Scores indicate whether Contracting Officers and Contracting Officer's Representatives are successfully performing contract administration duties. (Rating scale is 0 to 3).

Transactional-level reviews consist of reviewing contract files for evidence of compliance utilizing a maturity scoring process. The use of the maturity model allows GSA to measure incremental progress toward compliance. Test scores are averaged to provide an overall perspective and each test question receives a score from 0 to 3 based on the following parameters:

- 0 = No evidence of compliance in the contract file.
- 1 = There is documentation in the file, but it is severely lacking and does not meet the minimum requirements.
- 2 = Compliance occurred, but documentation was unclear and difficult to follow.
- 3 = Clear evidence of compliance.

Note: Test questions evolve with each fiscal year as new contract administration guidance and policy is issued and existing policies and guidance are strengthened. Contracting activities are consistently asked to meet higher standards to achieve the same scores each year.

PI 2.2.4 (a) Average Entity scores as measured by PMRD - scores indicate if proper policies, controls, and training are in place to confirm successful contract administration and execution. (Rating scale is 0% to 100%)

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	85%
2019	N/A	89%
2020	N/A	85%
2021	N/A	87%
2022	85%	N/A
2023	85%	N/A

PI 2.2.4 (b) Average Transactional scores as measured by PMRD - scores indicate whether COs and CORs are successfully performing contract administration duties. (Rating scale is 0-3)

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	2.43
2019	N/A	2.22
2020	N/A	2.12
2021	N/A	2.11
2022	2.00	N/A
2023	2.00	N/A

Strategic Objective 2.3

As a trusted partner, foster the supply chain to support GSA and Federal acquisition needs for 2025 and beyond.

GSA has supported economic recovery of the domestic supply base, worked to strengthen the industrial base, created policy to increase consideration of climate impact in key acquisitions, recognized and begun the development of processes and procedures to address the impact of cyber risk in Smart Buildings, and established three GSA-wide Cyber-Supply Chain Risk Management (C-SCRM) priorities. To ensure a strong and resilient supply chain, GSA will continue to advance cyber-supply chain risk management and cultivate a healthy supply base.

Strategic Initiatives

- 1. Leverage acquisition to identify, deter, and respond to cyber threats.**
 - a. Promote interagency collaboration, develop policy and regulation guidance, and move toward a Zero Trust Architecture.
 - b. Develop and implement vendor, customer, and acquisition workforce communications of new cyber requirements and monitor vendor offerings on GSA acquisition vehicles.
 - c. Standardize and expand GSA's operational management of supply chain risks and build depth on pre- and post-award vendor risk assessment.
- 2. Support the American economy and businesses with strategic purchasing practices.**
 - a. Increase reporting capabilities and develop reporting protocols of Made in America waivers.
 - b. Utilize the Federal Acquisition Regulation rulemaking process and expand the domestic requirements under the Buy American Act.
- 3. Strengthen the Industrial Base.**
 - a. Foster a supply chain that can achieve new public policy objectives and meet customer requirements.
 - b. Analyze supplier data, conduct vendor outreach, and develop policies and acquisition strategies to strengthen the diversity of the supplier base doing business through the GSA acquisitions program or directly through the award of GSA contracts.
 - c. Build small business capacity in underrepresented markets, such as facilities maintenance and personal protective equipment.
- 4. Promote sustainable acquisition.**
 - a. Establish internal guidance to incorporate sustainable best practices throughout the acquisition life cycle.
 - b. Partner with other agencies to require new construction designs to be, at minimum, net zero energy-ready and to stop the use of fossil fuel-generated energy in new and modernized buildings.

- c. Explore ways to reduce the embodied carbon of materials used in construction and facilities modernization projects.

5. Develop and implement GSA Smart Buildings technology.

- a. Enhance processes in the Supply Chain Risk Management and Smart Building programs to quickly deploy smart devices, such as occupancy sensors, while preparing against cyber-attacks.
- b. Issue a directive to uphold consistency in applying, evaluating, and implementing Smart Buildings system technology.
- c. Update the 2011 technology policy, revise the Smart Buildings program guide, and issue a new Smart Buildings Implementation Guide to serve as a roadmap for Smart Buildings Systems for GSA real estate projects.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization Krystal Brumfield, Office of Government-wide Policy David A. Shive, GSA IT
Contributing Programs	<ul style="list-style-type: none"> Office of General Counsel Office of Strategic Communication

Performance Goal 2.3.1 - Increase awareness and capabilities within GSA's acquisition workforce to better manage supply chain risks

Benefit to the Public:

GSA's acquisition workforce is charged with appropriately using taxpayer dollars to acquire best-value solutions for GSA and other agencies and assisting other agencies' acquisition workforces in doing the same for their own agencies. GSA operates in a world of ever-increasing supply chain risks as it relies more on Information and Communications Technology (ICT), and as adversaries become more sophisticated. To protect taxpayer dollars, GSA's acquisition workforce must understand and manage supply chain risks. The Federal Acquisition Institute is developing training on supply chain risk management that will be required of the GSA acquisition workforce.

Performance Indicator Definition:

Percent of GSA acquisition workforce trained in cyber-supply chain risk management:

This measure assesses GSA's progress toward all of its acquisition workforce completing this training and any other mandatory training in supply chain risk management.

PI 2.3.1 Percent of GSA acquisition workforce trained in cyber-supply chain risk management

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	0% (baseline)	N/A
2022	50%	N/A
2023	80%	N/A

Strategic Objective 2.4

Aid U.S. economic growth by maximizing opportunities and minimizing barriers for small and/or underserved businesses seeking to do business with GSA.

GSA will collaborate and build more robust outreach to industry regarding Federal acquisition requirements and best practices promoting opportunities for small, disadvantaged, and socioeconomic entities. GSA will continue to educate the acquisition workforce on the importance of exceeding small business goals, ensuring our offerings promote a vibrant industrial and technological base. These actions will directly support increases in jobs and economic growth.

Strategic Initiatives

1. **Design post-award support strategy for new Government-wide contractors.**
 - a. Streamline onboarding of new contractors through the Federal Supply Schedule.
2. **Expand GSA's industry partner base through development of the Polaris Government-wide Acquisition Contract (GWAC).**
 - a. Expand the industry partner base, provide greater access to emerging technologies, simplify proposal submission requirements, and improve the overall customer experience.
3. **Develop supplier diversity plan.**
 - a. Develop a supplier diversity plan focused on key issues and actions GSA will take to increase opportunity for suppliers in Small Disadvantaged Business (SDB) categories, including plans for regular on-ramping of key acquisition vehicles.
4. **Advance AbilityOne program.**
 - a. Work with the AbilityOne Commission and authorized Central Nonprofit Agencies to develop strategies that increase employment opportunities for persons with disabilities.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	N/A

Performance Goal 2.4.1 - Increase opportunities for persons with disabilities through GSA procurement

Benefit to the Public:

The AbilityOne Program is a mandatory source of supply for Federal purchasers and private sector contractors authorized to use Government sources of supply. Quality products and services are offered at fair market prices. The program relies heavily on purchases from Federal agencies for goods and services provided by persons with disabilities.

This new measure will contribute to employment opportunities for persons with disabilities; create meaningful pathways for economic growth and prosperity; expand the Federal workforce; and lessen State and Federal disability subsidies to individuals with disabilities. GSA's commitment will help with supporting competitive integrated employment, diversity, and inclusion in the workforce.

Performance Indicator Definition:

Percent of GSA obligations to AbilityOne Program:

The measure calculates the percentage of total GSA contracting obligations associated with the AbilityOne program.

PI 2.4.1 Percent of GSA obligations to AbilityOne Program

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	4.95%
2019	N/A	7.39%
2020	N/A	7.91%
2021	2%	5.78%
2022	2.5%	N/A
2023	+0.5% of FY22 Result	N/A

Performance Goal 2.4.2 - Maintain and improve the percent of spend that goes to small business from the Multiple Award Schedule (MAS)

Benefit to the Public:

The consolidated MAS with consistent terms makes it easier for suppliers to do business with the Government and makes it easier for agencies (buyers) to navigate the MAS program to find and acquire goods and services for sales. Greater percent of sales to small business spreads government spending and opportunity across a broader group of companies.

Performance Indicator Definition:

Percent of spend going to small business from the Multiple Award Schedule (MAS):

Reports the percent of MAS business volume attributed to small businesses each year by calculating the MAS total business volume in dollars attributed to small businesses and dividing by the total business volume.

PI 2.4.2 Percent of spend going to small business from the Multiple Award Schedule (MAS)

Lead Office: FAS

Fiscal Year	Target	Results
2018	33.0%	38.4%
2019	33.0%	38.8%
2020	33.0%	37.2%
2021	35.0%	36.7%
2022	36.0%	N/A
2023	37.0%	N/A

**Performance Goal 2.4.3 - Create more opportunities for
small and socio-economic businesses**
Benefit to the Public:

Small businesses power the economy and contracting with them is a “win-win”. The Government receives great service at a great value, while small businesses are provided opportunities to grow and create jobs. By supporting these businesses, we strengthen the country's economy and industrial base, while enabling job creation for the U.S. workforce. Further, awarding contracts to small disadvantaged businesses mean opportunities for underserved business owners and entrepreneurs, added jobs in their communities, and the advancement of diversity, equity, and inclusion across the nation.

Performance Indicator Definition:**(a) Percent of GSA contract dollars awarded to small business through prime contracting:**

Tracks the overall percent of eligible procurement dollars awarded to small business through prime contracting.

(b) Small Business Administration's (SBA) Small Business Procurement Scorecard - GSA's Grade:

An annual assessment tool measuring how successfully Federal agencies reach their small business and socio-economic prime contracting and subcontracting goals. Agencies earning an “A” or “A+” on the scorecard demonstrate their strong commitment to delivering for small and small disadvantaged businesses.

PI 2.4.3 (a) Percent of GSA contract dollars awarded to small business through prime contracting

Lead Office: OSDBU

Fiscal Year	Target*	Results
2018	35.0%	38.82%
2019	30.0%	42.69%
2020	29.0%	49.43%
2021	30.0%	46.89%
2022	TBD	N/A
2023	TBD	N/A

*Targets reflect goals established by SBA for fiscal year performance.

PI 2.4.3 (b) SBA Small Business Procurement Scorecard - GSA's Grade

Lead Office: OSDBU

Fiscal Year	Target	Results
2018	A+	A
2019	A+	A+
2020	A+	A+
2021	A+	N/A*
2022	A+	N/A*
2023	A+	N/A*

*Results will not be available until approximately the fourth quarter of the following fiscal year.

Strategic Goal 3

Digital Government: A digital Government that delivers for the public through trusted, accessible, and user-centered technologies.

GSA is positioned to create transformative change across Government as agencies modernize and secure Federal IT and Federal networks. Driven to make an impact, GSA's technology offices — the Technology Transformation Services (TTS) and the Office of Information Technology Category (ITC), supported by the Office of Government-wide Policy (OGP) — are leading the digital ecosystem in the Federal Government. They are committed to deepening Government-wide capabilities and services to yield a trusted, accessible, and user-centered digital experience.

Technology is at the foundation of all of the Administration priorities: addressing the COVID-19 pandemic; promoting economic recovery; advancing diversity, equity, inclusion, and accessibility; and tackling the climate crisis. More specifically, the pandemic has revealed and underscored the need for Government to improve service delivery through technology. The nation's response to the pandemic was hindered by legacy systems and compounded by clear digital inequalities. Agencies have an obligation to rebuild public trust and to improve mission delivery through digital services.

The pace of change in technology is rapid and affects all aspects of our lives. Transforming how the Government uses technology and developing more effective digital services can improve the lives of the American people. GSA is well positioned to deliver meaningful advancements by supporting agencies in their journeys and prioritizing the development of common digital services and standards, platforms, and products.

Programs such as the United States Web Design System, Login.gov and USA.gov are examples of GSA's ability to deliver increased efficiency, integration, and improved service delivery for human life experiences — “the moments that matter most in people's lives.” By adapting and aligning its work to anticipate change, GSA can support technology development and deployment at other agencies. Finally, GSA can model effective digital Government by improving its own websites, products, and services, showcasing its shared offerings available to partner agencies.

Strategic Objective 3.1

Implement inclusive, accessible, and equitable design practices that improve customer experience with technology and digital platforms.

To best serve the wide-ranging needs of the public and our Government, GSA must insist on diversity, equity, inclusion, and accessibility in our teams and in our services. This is essential for developing, implementing, and responsibly scaling adoption of technology that works for everyone. GSA recognizes that the most effective teams are cross-functional and have diverse backgrounds, experiences, and skills — with high levels of cultural competency and inclusivity. By prioritizing an equity-focused, people-centered approach to our design practices, we can proactively reduce negative impacts and improve usability and accessibility of our products and for the American people.

There is a significant opportunity to improve how the Federal Government designs and delivers services and experiences for the public. Federal agencies have expressed robust demand for support in this area. With its strong organizational culture, technology, and customer experience (CX) capabilities, GSA can further develop CX and equity-centered design capacity at partner agencies through the Technology Transformation Services. These services support the Federal Government as it works to implement solutions that are simple, effective, equitable, and accessible to the public. For example, GSA will focus on broadening the public's access to voting by improving vote.gov, with an emphasis on providing Federal voting requirements and documents in many needed languages and media formats. GSA will explore opportunities to provide similar information about State and local voting.

For our partners and customers, GSA's solutions must represent the public it serves. Recognizing that equitable approaches lead to better outcomes for everyone, GSA must deliver with equity at the forefront of its services and solutions. This includes advising and leading inclusive design strategy; providing training, support, and best practices to delivery teams; and ensuring GSA's workforce has the skills to design, develop, and deliver equitable projects and products. In implementation, GSA will:

- Advocate for an inclusive design mindset with GSA supervisors and leaders to strengthen team and portfolio capabilities through ongoing training, toolkit development, research, and more.
- Prioritize, identify, measure, and support improved usability and accessibility for historically and socially marginalized communities, applying best practices during the design process to reduce negative impacts to these communities.
- Ensure inclusive representation of the public in user research practices, such as ongoing co-creation and participatory design.
- Define and drive equity and accessibility best practices and requirements across GSA.

Strategic Initiatives

1. **Increase user satisfaction with GSA websites and digital products, as well as agency partner websites, by focusing on accessibility, navigation, data integrity, and standardization.**
 - a. Increase the adoption of GSA digital products and services that promote the 21st Century Integrated Digital Experience Act (IDEA) principles by increasing standardization among Government websites.
 - b. Champion customer experience efforts while requesting amendments to the Federal Citizen Services Fund (FCSF) appropriation language, including reimbursable

services and raising the spending cap to provide more services to Government partners.

- c. Reimagine the USAGov program to increase government information sharing and accessibility to the public by incorporating multiple language translation services and modern call center technology.
- d. Enhance the digital literacy of GSA website managers.

2. Expand data visibility and insight through increased outreach and resources for the Digital Analytics Program (DAP).

- a. Upgrade tools and technologies to expand DAP capabilities for helping agencies understand how people find, access, and use Government services online.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Nina M. Albert, Public Buildings Service Krystal Brumfield, Office of Government-wide Policy Exodie C. Roe, III, Office of Small and Disadvantaged Business Utilization
Contributing Programs	<ul style="list-style-type: none"> Office of Strategic Communication

Performance Goal 3.1.1 - Evaluate, rationalize, and modernize GSA technology and solutions to advance standardization among websites across Government

Benefit to the Public:

Government websites and digital services are the primary means by which the public receives information from and interacts with the Federal Government. These websites and services help the public apply for benefits, search for jobs, comply with Federal rules, obtain authoritative information, and much more. Federal websites and digital services should always meet and maintain high standards of effectiveness and usability while providing quality information.

GSA will model an effective digital agency by improving the accessibility of its own websites, products, and services.

The Government is required to purchase accessible IT products and services, but many current solicitations fail to adhere to this requirement. When Federal agencies' solicitations and statements of work do not contain necessary requirements for companies to build ICT digital assets in compliance with Section 508 standards, people with disabilities are excluded from essential services and opportunities. Increasing the percent of solicitations that require conformance to Section 508 reduces accessibility barriers and promotes equity and inclusion for people with disabilities.

Striving for each website and solution adds unique value, GSA will consider current and future assets for improvement. GSA will assess websites and solutions to ensure that they meet or surpass the public's expectations. GSA will prioritize elements outlined in the 21st Century IDEA, such as governance, data, search and navigation, engagement, and privacy.

Performance Indicator Definition:

(a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards:

The assessment criteria for website alignment to the 21st Century IDEA are currently being developed by GSA. The Act requires GSA to assess all its digital services and prioritize those with the highest impact for usability improvements.

(b) Percent of TTS digital assets that are Section 508 compliant:

This measure calculates the percent of TTS digital solutions that meet Section 508 standards. Section 508 of the Rehabilitation Act of 1973 is a Federal law requiring that all electronic and information technology (that is developed, maintained, or used by the Federal Government) be accessible to people with disabilities.

TTS digital solutions and internal assets encompass a broad array of IT related resources for agencies, industry, and the public to leverage. The scope of solutions includes:

- Data and analytics resources that include Data.gov, the DAP, Api.data.gov, and the Feedback Analytics Program.
- Innovation resources that include Challenge.gov, CitizenScience.gov, and 10X.
- Public experience resources that include Login.gov, USAGov, Labs, and the U.S. Web Design System.
- Cloud utilization resources such as Federal Risk and Authorization Management (FedRAMP), cloud.gov, and Federalist.18f.gov.
- Resources that promote common technology components that are modular, interoperable, and secure including Search.gov and Code.gov.
- Other resources such as DigitalGov University, DigitalGov Communities of Practice, US Digital Registry, Federal CrowdSource Mobile Testing Program, and Terms of Service.

(c) Percent of Information & Communication Technology (ICT) solicitations posted to SAM.gov that adequately address Section 508 provisions:

This measure is calculated using the Solicitation Review Tool (SRT), an artificial intelligence tool with an API connection to SAM.gov. The SRT scans SAM daily and uses machine learning to determine if the solicitations are supposed to have Section 508 language included. If so, the SRT determines if it does or does not adequately address Section 508 provisions.

PI 3.1.1 (a) Percent of public-facing production websites GSA owns or administers for others that conform to 21st Century IDEA standards

Lead Office: OCE

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	4%
2022	8%	N/A
2023	20%	N/A

PI 3.1.1 (b) Percent of TTS digital assets that are Section 508 compliant

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	53%
2022	75%	N/A
2023	100%	N/A

PI 3.1.1 (c) Percent of ICT solicitations posted to SAM.gov that adequately address Section 508 provisions

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	3%
2022	5%	N/A
2023	5%	N/A

Performance Goal 3.1.2 - Improve the public's ability to access resources by increasing usability, utility, and data integrity of public-facing Government websites.
Benefit to the Public:

The 21st Century IDEA serves to improve the digital experience for all. It transforms how the Government uses technology to create an optimal end-user experience. TTS solutions, like the U.S. Web Design System, Touchpoints, Search.gov, Forms Service, and others are built for agencies to use quickly in order to meet these needs, serving their constituents in a way that is consistent, innovative, and cost-effective.

Government websites serve as a critical touchpoint between the public and Government. It is imperative that Government information and services located on public-facing websites are secure, easy to navigate, and can be accessed by the entire public.

Performance Indicator Definition:**Number of websites utilizing GSA's Digital Analytics Program (DAP):**

This indicator measures the number of websites across the Government that utilize the set of digital analytics tools created by GSA, DAP. GSA's DAP currently provides three services:

- Free web analytics tools for public-facing Federal websites that are comprehensive and easy-to-use
- Scalable infrastructure for measuring a broad range of .gov sites (large and small)
- Training on analytics tools and reporting

PI 3.1.2 Number of websites utilizing GSA's Digital Analytics Program (DAP)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	6,000*
2022	6,300	N/A
2023	6,615	N/A

*This estimate is based on criteria used to filter out testing sites to better reflect public-facing production websites.

Strategic Objective 3.2

Lead Government-wide adoption of shared technology solutions that improve digital governance, sharing, security, and interoperability.

GSA is committed to providing technology support that builds digital capacity within Government agencies and ultimately makes it easier for the public to access the resources they need in the moments they most need them. GSA offers a diverse portfolio of shared technology solutions that helps agencies improve system security, interoperability, and digital delivery of information and services to the public. GSA is focused on implementing a market development and partnerships capability, featuring a market-sensing initiative, that will ensure GSA is ready to deliver technology solutions to Government's most pressing challenges. In doing so, GSA will continue to leverage its biggest strength — the ability to work with stakeholders to identify problems, develop solutions, and execute on those solutions.

Strategic Initiatives

1. **Continue to grow and streamline targeted shared services that enable the public to easily and safely engage with Government.**
 - a. Improve the equity and security of identity verification for users of Government websites.
 - b. Expand the Login.gov platform, enhancing Login.gov's current operational environment to further scale across Government and increase equitable access to websites and digital services.
 - c. More effectively facilitate public access to Federal rulemaking and guidance information, streamline workflows for Federal rulemakers, and support data tools to improve analysis of rulemaking data by Government and the public.
2. **Reduce public sector digital threats by expanding the Federal Risk and Authorization Management Program (FedRAMP).**
 - a. Increase reuse of authorized cloud products.
3. **Be a partner and leader in facilitating the procurement of and access to services and products to State, local, territorial, and Tribal governments.**
 - a. Scale GSA's technology programs, products, and expertise to State, local, territorial, and Tribal governments.
 - b. Deploy digital service teams to help State and local governments reduce duplication of services and more efficiently allocate IT funds from the Federal Government.

Goal Leader	Sonny Hashmi, Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> • Office of the Administrator • Office of Congressional and Intergovernmental Affairs

Performance Goal 3.2.1 - Target the growth of shared security products to reduce digital threats.

Benefit to the Public:

FedRAMP is a Government-wide program in GSA's FAS TTS that promotes the adoption of secure cloud services across the Federal Government by providing a standardized approach to security and risk assessment for cloud technologies and Federal agencies.

FedRAMP empowers agencies to use modern cloud technologies, with an emphasis on security and protection of Federal information. The Government uses FedRAMP authorized cloud systems to power Agency IT operations in providing Government services and information to the public. Faster authorization timelines allow agencies to more quickly modernize their IT and provide optimal citizen experiences.

Cyber threats are constantly evolving. It is more urgent than ever for the public to gain fast, easy, and secure access to Government services. GSA plays a key role in providing shared security products to reduce digital threats Government-wide through FedRAMP capabilities.

There are two approaches to obtaining a FedRAMP Authorization: a provisional authorization through the Joint Authorization Board (JAB) or an authorization through an individual agency. Once cloud products achieve FedRAMP authorization they can more easily be reused across Government.

Performance Indicator Definition:

(a) Number of times FedRAMP authorized products have been reused by agencies (cumulative):

This measure relates to the number of FedRAMP authorized cloud products that are reused across Government.

(b) Average time to obtain FedRAMP authorization through the Joint Advisory Board (months):

The JAB is the primary governing body for FedRAMP, consisting of the Department of Defense, Department of Homeland Security, and GSA. The JAB works with Cloud Service Providers, selecting approximately 12 cloud products a year as candidates for a JAB Provisional Authority to Operate. This measure tracks the time from cloud product submission to approval by the JAB.

(c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months):

Agencies may work directly with a Cloud Service Provider for FedRAMP authorization. Once authorized, other agencies can reuse the product. This measure tracks the time from cloud product submission to approval for agency-requested FedRAMP authorizations.

PI 3.2.1 (a) Number of times FedRAMP authorized products have been reused by agencies (cumulative)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	1,273
2020	N/A	1,847
2021	2,760	2,864
2022	3,174	N/A
2023	3,650	N/A

PI 3.2.1 (b) Average time to obtain FedRAMP authorization through the Joint Advisory Board (months)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	4.19	4.19
2020	4.84	4.82
2021	4.55	4.6
2022	4.1	N/A
2023	3.6	N/A

PI 3.2.1 (c) Average time for agencies to obtain a FedRAMP authorization for a cloud product (months)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	8.23	N/A
2020	8.34	N/A
2021	8.04	8.1
2022	7.2	N/A
2023	6.4	N/A

Performance Goal 3.2.2 - Increase adoption of GSA-sponsored identity solutions (APG)**Benefit to the Public:**

GSA provides agencies with identity management solutions, such as Login.gov, that meet the latest security standards to counteract evolving cybersecurity threats. Login.gov is a secure sign-in service used by the American public to sign in to participating Government agencies, allowing them to access most of their information and service needs via a single username and password. As more agencies adopt GSA's identity management solutions, duplication of effort across the Government declines.

The effectiveness of Login.gov can be assessed by the number of people who use Login.gov and the number of vendors, data source providers, and service applications that are using the platform.

Performance Indicator Definition:**(a) Number of customer agencies using at least one GSA identity management solution:**

This indicator measures the number of agencies using a GSA identity verification solution like Login.gov.

(b) Number of active users on Login.gov (in millions):

This indicator measures the number of active users with a Login.gov account.

(c) Number of identity vendor and Government data source providers on the platform:

This indicator measures the total number of vendor and Government data source providers utilized to verify Login.gov user identities. More sources lead to higher identity-proofing accuracy, better user experience, and cost reduction.

(d) Number of Login.gov serviced applications:

This indicator measures the number of Government services using Login.gov for identity verification.

PI 3.2.2 (a) Number of customer agencies using at least one GSA identity management solution

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	7
2019	N/A	17
2020	N/A	19
2021	N/A	27
2022	31	N/A
2023	33	N/A

PI 3.2.2 (b) Number of active users on Login.gov (in millions)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	14
2021	N/A	16
2022	32	N/A
2023	41	N/A

PI 3.2.2 (c) Number of identity vendor and Government data source providers on the platform

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	2
2021	N/A	2
2022	4	N/A
2023	4	N/A

PI 3.2.2 (d) Number of Login.gov serviced applications

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	5	17
2019	34	46
2020	60	83
2021	100	199
2022	250	N/A
2023	350	N/A

Strategic Objective 3.3

Equip agencies with the knowledge and tools to strategically procure and deploy technology products and services.

GSA provides technical services and an array of digital products and programs that are available on a Government-wide scale. The current Administration has invested significantly in technology and positioned GSA as the “tip of the spear” to expand technology modernization and digital transformation across the Federal Government. This is an opportune moment to be ambitious and aggressive in driving transformational change on behalf of the American people.

Yet few Federal agencies are adequately positioned to invest in technology solutions to address cross-agency or broad public challenges. New technology offerings in the Government tend to struggle to consistently scale and become sustainable.

However, GSA has a track record of seeding new products and capabilities for the Government. GSA is well positioned to provide modern products and services and enable capabilities on a cross-agency basis. GSA is exploring the opportunity to utilize a venture studio-like model within TTS to scale reimagined Government-wide products, services, and capabilities. This approach would help to launch innovative offerings and sustain them by providing resources and creating a clear, repeatable model for growing new ventures. It would focus on high-impact digital transformation projects spanning multiple agencies and/or the public.

Strategic Initiatives

- 1. Be the premier provider of shared digital services and solutions for Government.**
 - a. Position GSA’s TTS more prominently in the Federal market.
 - b. Emphasize innovative technology expertise in people, services, and solutions to accelerate IT modernization in Government.
 - c. Pursue amendments to the Federal Citizen Services Fund (FCSF) authorities to better serve the public and accomplish more impactful projects.
- 2. Drive technology modernization and increase technology acumen across Government by expanding innovative accelerators.**
 - a. Expand the use of innovative accelerators and communities of practice to drive technology modernization with agency partners and deepen the pool of technology acumen across Government.
- 3. Leverage the American Rescue Plan (ARP) funds and GSA expertise to support agencies recovering, rebuilding, and reimagining the delivery of digital products and services to meet the needs of the public and other stakeholders.**
 - a. Reimagine the delivery of digital services to improve transparency, interoperability, security, and efficiency to bolster public confidence in Government.
 - b. Allocate ARP funding to digital projects and initiatives aligned with these guiding objectives.

- c. Collaborate with the Federal community on ARP-related initiatives to develop a consistent, repeatable, and equitable process for evaluating and monitoring funded projects.
- 4. Leverage the Technology Modernization Fund to drive high-impact, urgent IT modernization, providing funding that is aligned with the needs of Federal agencies and the fast pace of changing technology.**
 - a. Actively work with agencies pre- and post-award to ensure that projects are well-designed and set up for success.
 - b. Support modernization of cybersecurity, public-facing digital services, high-value assets, and Government-wide collaboration and shared services.
 - c. Overhaul and upgrade the Federal IT Dashboard to support greater transparency into IT investments and enable better decision making around funding allocation.
- 5. Increase the technological capabilities of the Federal Government and support GSA's diversity, equity, inclusion, and accessibility priorities by expanding the digital workforce and combating current disparities within the Federal IT workforce.**
 - a. Attract talent by creating new pathways for early career and diverse technologists to enter Government through programs such as the U.S. Digital Corps.
 - b. Continue to champion diversity, equity, inclusion, and accessibility best practices within GSA and share learnings across Government.

Goal Leaders	Sonny Hashmi, Federal Acquisition Service Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> • Office of the Chief Financial Officer • Office of Human Resources Management • GSA IT

Performance Goal 3.3.1 - Increase Government technology acumen and adoption
<p>Benefit to the Public: Agency adoption of TTS products and services enable IT modernization, which leads to an optimal experience for the public when interacting with the Government online.</p> <p>TTS prioritizes community, growth, and iteration. To accelerate IT modernization Government-wide, TTS programs such as the Centers of Excellence value collaboration, rely on best practices, look to centralized resources, and innovate from within. The 18F program applies Agile methods to modernize software while developing open, crowd-sourced, accessible resources. The Digital.gov program hosts Communities of Practice with the primary purpose of collaborating and sharing resources with others across Government.</p>
<p>Performance Indicator Definition: Number of agencies using TTS consulting services and products: This indicator measures the number of agencies modernizing their services through the use of TTS technology experts and shared products.</p>

PI 3.3.1 Number of agencies using TTS consulting services and products

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	53
2019	N/A	60
2020	N/A	57
2021	N/A	74
2022	82	N/A
2023	90	N/A

Performance Goal 3.3.2 - Increase usage and satisfaction with GSA's shared digital services and solutions
Benefit to the Public:

TTS plays a critical role within the Federal technology ecosystem by providing valuable digital services and capabilities. TTS's subject matter experts help Federal agencies modernize their technology to deliver services more efficiently and equitably.

Tracking business volume for TTS demonstrates demand for products and services across Government and continued growth of the organization. It also shows progress towards a sustainable business model and the ability of the organization to meet the IT modernization needs of federal agencies.

As agencies seek to capitalize on a growing array of technology-driven opportunities, it is important that TTS effectively communicate its value to the Government and scale its business to maximize the benefits they deliver. The Net Promoter Score (NPS) will assist TTS and GSA in identifying where we are servicing our agency partners well and opportunities for improvement where we can take active measures to strengthen offerings.

Performance Indicator Definition:**(a) TTS business volume (in millions):**

This indicator measures the amount of consulting work and services TTS provides to agency partners.

(b) Agency partner satisfaction - Net Promoter Score (NPS):

Measures the loyalty of customers to TTS services. A "great" score is between 30-70.

PI 3.3.2 (a) TTS business volume (in millions)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	\$74.8	\$51.6
2019	\$65.1	\$58.9
2020	\$88.2	\$76.0
2021	\$110.5	\$96.3
2022	\$123.8	N/A
2023	\$161.0	N/A

PI 3.3.2 (b) Agency partner satisfaction - Net Promoter Score (NPS)

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	41
2022	45	N/A
2023	50	N/A

Performance Goal 3.3.3 - Increase Federal IT modernization**Benefit to the Public:**

The American Rescue Plan (ARP) is delivering direct relief to the American people, addressing the consequences of the COVID-19 pandemic, and revitalizing the American economy. TTS is actively supporting the ARP through the Federal Citizens Services Fund (FCSF), which received ARP funds to build more secure and effective public digital experiences. TTS is reimagining the delivery of digital services to improve transparency, security, and efficiency to bolster public confidence in Government. The adoption of ARP-funded initiatives is important to help the Government modernize IT and provide trustworthy, seamless, and optimal experiences for the public.

The Office of Government-wide Policy's modernized Federal IT Dashboard will make its public debut with the President's FY 2023 budget submission to Congress in 2022. While it will initially only contain IT budget and management information, GSA and OMB's Office of the Federal Chief Information Officer (CIO) will grow the platform by adding a new data source each year, increasing the public transparency of Federal IT initiatives, cost, and management practices.

Performance Indicator Definition:**(a) Percent of Federal Citizen Services Fund (FCSF)'s American Rescue Plan (ARP) funds that have been obligated (cumulative):**

This measure assesses GSA's progress in awarding ARP funds to FCSF projects. The FCSF received \$150 million from ARP to enhance the Government's ability to operate digitally. Projects can be near-term or longer-term initiatives.

(b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative):

This indicator measures the cumulative count of the number of Federal IT-related data sources shown on the modernized Federal IT Dashboard.

PI 3.3.3 (a) Percent of FCSF's ARP funds that have been obligated (cumulative)

Lead Office: FAS TTS

Fiscal Year	Target	Results*
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	2.2%
2022	50%	N/A
2023	80%	N/A

*Results represent the cumulative percent obligated of the FCSF's total \$150 million ARP appropriation.

PI 3.3.3 (b) Number of data sources displayed on the modernized Federal IT Dashboard (cumulative)

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	1
2022	2	N/A
2023	3	N/A

Performance Goal 3.3.4 - Expand the diversity of the digital workforce**Benefit to the Public:**

In order to design and develop technology that meets the needs of the public, Government needs to have a digital workforce that is representative of the public. Currently, the Federal technology workforce lacks the level of diversity found in the American public. GSA will look to build a highly skilled workforce that represents the diversity of the United States along the lines of gender, race, age, and ethnicity. Expanding the diversity of the digital workforce will help ensure that Government services and experience are equitable and accessible.

TTS programs such as 18F and the Presidential Innovation Fellows have been long-standing members of the civic tech community. While these programs provide compelling civic career pathways for mid-to-senior career technologists, there has long been a need for entryways into public service for technologists early in their career. The new U.S. Digital Corps program is designed to increase diversity in the technology workforce and attract junior technologists to Government service.

Specific to the Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, TTS is focused on ensuring that its workforce reflects the diversity of the public TTS serves and maintaining an environment where all employees can thrive.

Performance Indicator Definition:**Number of new hires for the U.S. Digital Corps program:**

This indicator measures the number of fellows hired into the Digital Corps program during the year.

PI 3.3.4 Number of new hires for the U.S. Digital Corps program

Lead Office: FAS TTS

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	Baseline	0
2022	20	N/A
2023	50	N/A

Strategic Goal 4

Government Operations: A Government that capitalizes on interagency collaboration and shared services to make informed management decisions and improve operations, delivering value for the American people.

Government agencies are best able to execute their mission when they have well-informed decision-making capabilities, affordable and readily accessible solutions to operate key functions, and strong policy development and implementation practices. Yet agencies face a daunting task to develop and periodically upgrade these “building blocks” on their own. Common sense dictates that agencies benefit when they are able to use the practices, processes, and expertise of other agencies and the broader ecosystem of stakeholders that work with the Government.

GSA plays a unique role in bringing together Federal agencies, industry, academia, and subject-matter experts to make Government more effective, efficient, and responsive to the American people. The “Government Operations” Strategic Goal emphasizes the communication channels, processes, tools, and services that collectively serve as an accelerator for sharing and applying knowledge across the Executive branch enterprise.

Strategic Objective 4.1

Build evidence-based capacity and foster interagency collaboration to strengthen operational effectiveness at GSA and across Government.

Analysis and evaluation are critical to assess operational effectiveness and inform decision making for Government agencies. However, many agencies lack adequate mechanisms for rigorous evaluations. GSA is leading Government-wide efforts to develop evidence-building and evaluation to enhance strategic analysis and build organizational capacity. GSA can use its experience in growing these capabilities internally to assist other agencies with their efforts to establish robust evidence and evaluation activities.

Government agencies also face common management challenges that can lead to inefficiencies and drain resources. Agencies benefit from interagency collaboration to effectively and holistically address these challenges. GSA convenes interagency forums to tackle significant issues to benefit the whole of Government. Among these, the Federal Executive Councils and communities of practice bring together a wide variety of capabilities and expertise to address common challenges and create effective policy across Government.

Strategic Initiatives

1. Expand Government-wide evidence and evaluation capacity.

- a. Conduct robust evaluations to examine and improve program effectiveness in support of agencies' priorities and to build Government-wide knowledge.
- b. Build portfolios of evidence, tackling pressing topics with multiple agencies to accumulate a robust body of evidence.
- c. Expand capacity-building efforts through the established Evaluation Fellowship program, pairing external academic talent with pressing agency challenges.
- d. Support agencies using existing administrative data to drive, inform, and improve decision making in priority areas.

2. Foster and manage Government-wide communities of practices to enable innovation.

- a. Build on the progress of the active and robust communities of practice GSA administers to strengthen the Federal workforce, spur innovation, enable adoption of emerging technologies, and create opportunities to improve the effectiveness and efficiency of Government.

3. Leverage interagency forums to tackle key management challenges.

- a. Provide support to drive collaboration within and among the Federal Executive Councils.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> • Federal Acquisition Service • Public Buildings Service

Performance Goal 4.1.1 - Develop and implement evaluation designs and methods on high-priority, high-impact Government-wide programs.

Benefit to the Public:

Rigorous evidence will improve the effectiveness of Government-wide programs and increase cost-avoidance

Performance Indicator Definition:

Number of completed evaluations Government-wide:

To bolster the public's confidence that Government programs, policies, and operations are supported by rigorous evidence and evaluated objectively, GSA will monitor the number of Government-wide evaluations GSA completes each year on behalf of other agencies.

PI 4.1.1 Number of completed evaluations Government-wide

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	17
2019	N/A	11
2020	N/A	0
2021	N/A	18
2022	14	N/A
2023	16	N/A

Strategic Objective 4.2

Provide centralized services and shared solutions that promote cost savings and environmental sustainability, enabling agencies to focus on mission delivery.

Despite annual Federal spending of roughly \$25 billion on mission-support services¹, 38% of agency leaders still report low satisfaction with services such as hiring, financial management, grants management, procurement, and travel². With many agencies managing these services in-house, the Federal Government has missed opportunities to leverage economies of scale and expertise. In addition, redundant IT solutions across agencies are costly and difficult to secure against cybersecurity threats.

Shared Services is an industry best practice to improve the quality and performance of mission-support services in a manner that enables agencies to focus on their missions and better serve the American public. GSA plays a central role in developing policy, best practices, and strategic planning for mission-support shared services across Government. GSA has led in educating and helping Government agencies understand the cost and operational benefits of shared solutions and centralized services. GSA regularly assesses agency progress at standardizing and consolidating work processes. That, in turn, facilitates opportunities to consolidate specific services and drive increased adoption across the Federal enterprise.

GSA's Fleet services is an excellent example of a centralized service provided for the benefit of all agencies. The Fleet program works to efficiently acquire and deploy vehicles in support of agency missions - increasingly through the procurement of zero-emission vehicles (ZEVs) and electric charging infrastructure. These efforts work to promote adoption of ZEVs across Government. This will reduce greenhouse gas emissions and lower the cost of operating motor vehicle fleets in the future. Using this best-in-class shared service model, agencies can focus on their core mission delivery while decreasing emissions.

Through the increased adoption of high-performing centralized services and shared solutions, the focus of the Government's workforce, technology, and funding resources will be better aligned to delivering on mission to the American people.

Strategic Initiatives

- 1. Increase adoption of GSA's existing shared services by other agencies.**
 - a. Increase the use of GSA's existing portfolio of solutions and services by large and small agencies as well as Presidential and Congressional commissions and boards.
- 2. Increase standardization of business requirements to inform and facilitate agency decisions on shared services adoption.**
 - a. Continue to convene the interagency Business Standards Council (BSC) to coordinate agreement among the BSC, relevant Executive Councils, and OMB on advancing common mission-support business standards.

¹ Refer to OPM Fedscope (2016), FPDS (2016), and IT Dashboard (2016)

² See the Annual Customer Satisfaction Survey for mission-support at:
<https://trumpadministration.archives.performance.gov/data/#cap>

- b. Enroll new mission-support functions into the business standards community and provide the tools necessary to complete standards.
 - c. Promote using the business standards in readiness assessments, performance management frameworks, procurements, and investment planning.
- 3. Facilitate the movement of agency-owned vehicles into the GSA leased fleet to reduce cost and improve service for Federal agencies.**
 - a. Continue to work with customers to consolidate their agency-owned vehicles into the GSA Leased Fleet.
- 4. Reduce the carbon emissions of the Federal fleet by increasing offerings and acquisition of ZEVs.**
 - a. Deploy ZEVs within the GSA-leased and agency-owned fleets as they become available in the market and can meet customer mission requirements.
 - b. Continue to educate customers on available ZEVs that can replace fossil-fueled vehicles and reduce carbon emissions, expanding ZEV deployment efforts Government-wide.
 - c. Help to defray the higher cost for ZEVs relative to the cost of equivalent fossil-fueled vehicles, contingent upon the appropriation of additional funds to GSA for the electrification of the Federal fleet.
- 5. Enable Federal agencies to acquire Electric Vehicle Supply Equipment (EVSE).**
 - a. Partner with agencies to deploy and install EVSE at Federal facilities to accommodate an expected increase in ZEVs within the Federal fleet.
 - b. Expand contract offerings and customer tools to provide a wide variety of EVSE hardware, software, and options Government-wide.
 - c. Establish construction contracts to allow for installation of charging stations in Federal facilities when new construction or repair and alteration work is being done.
- 6. Leverage the installation of telematics to measure and drive the reduction of carbon emissions.**
 - a. Continue to install telematics on all appropriate new GSA Fleet vehicle acquisitions.
 - b. Support customer agencies requesting to retrofit their existing fleet with telematics.
- 7. Acquire and deliver a travel services shared solution to all civilian agencies.**
 - a. Deliver an end-to-end travel and expense service — E-Gov Travel Service Next — that results in a more efficient Government-wide travel and expense marketplace.

Goal Leaders	Krystal Brumfield, Office of Government-wide Policy Sonny Hashmi, Federal Acquisition Service
Contributing Programs	<ul style="list-style-type: none"> ● Office of the Chief Financial Officer ● Office of Congressional and Intergovernmental Affairs ● Public Buildings Service ● GSA IT

Performance Goal 4.2.1 - Improve agency adoption and optimization of GSA services**Benefit to the Public:**

GSA, in its charge to provide innovative solutions to agencies in support of their missions, sees an opportunity to foster the increased availability and adoption of shared services to the Federal community.

Shared services can lead to improved performance, customer experience, and reduced operational costs related to agencies' mission-support services. New GSA offerings for shared services will promote standardization and lower administrative costs for participating agencies.

Performance Indicator Definition:**Number of GSA services within the Government-wide portfolio of shared services:**

GSA will use its convening authorities and processes to work with OMB, agencies, shared services governance bodies, and service delivery organizations within GSA to add more GSA services to the Government-wide portfolio of shared services. OMB Memorandum 19-16 describes a Government-wide portfolio that includes Quality Service Management Offices and existing quality shared services. Currently, GSA has four services in the Government-wide portfolio of existing services that are included for increased agency adoptions and optimization by OMB and GSA OGP: SmartPay, Electronic Records Management, Enterprise Infrastructure Services, and Fleet Services.

PI 4.2.1 Number of GSA services within the Government-wide portfolio of shared services

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	4
2020	N/A	4
2021	Baseline	4
2022	5	N/A
2023	6	N/A

Performance Goal 4.2.2 - Advance Government-wide agreement on the standardization of mission-support functions**Benefit to the Public:**

Achieving agency consensus on business standards allows shared services planners, implementers, and policy makers to understand exactly what agencies require to deliver on their mission-support responsibilities, decreasing product development risk and enhancing the quality of solutions.

Performance Indicator Definition:**Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF):**

The business standards governance process incorporates agency perspectives into establishing agreement on mission support business standards, which enable the government to make decisions on which services can be commonly shared. The governance process has three stages that include: (1) designated standards leads working directly with agencies to draft initial standards; (2) cross-functional review by the Business Standards Council (BSC); and (3) review and final concurrence on the part of OMB. GSA plays a key role in advancing business standards components through this process.

PI 4.2.2 Number of components advancing to the next stage of the standards governance process as part of the Federal Integrated Business Framework (FIBF)

Lead Office: OGP

Fiscal Year	Target	Results
2018	5	5
2019	12	15
2020	12	21
2021	12	36
2022	18	N/A
2023	18	N/A

Performance Goal 4.2.3 - Address the climate crisis through zero-emission fleet vehicles (APG)

Benefit to the Public:

GSA Fleet is best able to support the reduction of carbon emissions through the adoption and deployment of zero-emission vehicles (ZEVs) that meet agency mission needs, when possible. Given GSA's expertise in fleet management and its role as the mandatory purchasing agent for non-tactical vehicles, GSA is positioned to assist agencies with procuring and leasing ZEVs and deploying critical electric vehicle supply equipment that will together reduce harmful GHG emissions.

Working with industry to bring the latest automotive technology to the Federal Government and tracking its implementation and usage will demonstrate how ZEV deployment is making meaningful contributions to address the climate crisis. Additionally, increasing ZEV purchases will generate demand within industry and further the development of electric vehicle technology, benefiting the American consumer as well.

Performance Indicator Definition:

(a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available:

This indicator calculates the percent of new purchases or leases that are ZEVs compared to the total number of vehicles procured in the FY where an affordable ZEV was available. To calculate the percentage, the denominator is the total number of vehicle purchases that have an affordable ZEV option (i.e., price does not fall outside of general reasonableness) at the time of purchase. The numerator is the total number of ZEVs procured by GSA.

(b) Number of ZEV models available for Government customers to purchase or to lease:

Total number of ZEV models available for Government customers to purchase or lease from GSA.

(c) Percent increase in miles per gallon for the GSA leased fleet:

Miles per gallon (MPG) rating (based on the combined MPG published on fueleconomy.gov) for the new leased vehicle compared to the MPG rating for the outgoing vehicle. Calculation is performed for all newly leased vehicles in the fiscal year that replace an outgoing vehicle. MPG calculation is restricted to light-duty vehicles (those with a gross vehicle weight rating less than 8,500 lbs). Additional vehicles or those replacing a vehicle larger than light-duty are excluded from the calculation as the automaker is not required to publish fuel economy data on those vehicles.

PI 4.2.3 (a) Percent of new vehicle orders that are ZEVs compared to the total number of vehicles ordered in FY where an affordable EV was available

Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	2.7%
2019	N/A	3.0%
2020	N/A	1.7%
2021	N/A	6.74%
2022	10.0%	N/A
2023	37.0%	N/A

PI 4.2.3 (b) Number of ZEV models available for Government customers to purchase or to lease

Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	9
2019	N/A	11
2020	N/A	13
2021	N/A	34
2022	50	N/A
2023	55	N/A

PI 4.2.3 (c) Percent increase in miles per gallon for the GSA leased fleet

Lead Office: FAS

Fiscal Year	Target	Results
2018	N/A	11.50%
2019	N/A	15.80%
2020	N/A	19.60%
2021	N/A	18.49%
2022	21%	N/A
2023	25%	N/A

Strategic Objective 4.3

Deliver smart policies, regulations, and workforce training that inform management decisions and help agencies streamline operations.

A streamlined Government enables mission success, improves citizen experience, and promotes savings. Key to improving Government operations is having accurate and reliable data that helps decision makers manage assets effectively, develop balanced operating policies and procedures, and provide the right skills-based training to the Federal workforce.

This strategic objective focuses on three specific areas where improving data quality and access can have a meaningful impact on Government operations: asset management, policy formulation, and workforce skills.

Strategic Initiatives

- 1. Improve the accuracy of Government-wide real property data through consistent data standards and management.**
 - a. Improve the consistency and accuracy of Government-wide real property data.
 - b. Establish real property data standards that should improve data consistency.
 - c. Leverage geospatial data tools to assist agencies to validate and verify data to improve data accuracy and completeness.
- 2. Assess Government-wide effectiveness of GSA's policy initiatives.**
 - a. Establish a method to regularly gather feedback on GSA policy initiatives from key policy stakeholders and agency users across Government.
 - b. Implement policy initiatives that result in 75 percent of respondents rating those initiatives as effective.
 - c. Analyze survey responses to identify areas for improvement in creating, communicating, and implementing policy initiatives.
- 3. Evaluate and adapt policy compliance training for agencies.**
 - a. Track the volume and effectiveness of compliance training, ensuring that it provides the necessary breadth and depth of education while remaining accountable to constantly improve training.

Goal Leader	Krystal Brumfield, Office of Government-wide Policy
Contributing Programs	<ul style="list-style-type: none"> ● Office of Customer Experience ● Public Buildings Service ● Federal Acquisition Service ● GSA IT

Performance Goal 4.3.1 - Improve Government-wide real property data**Benefit to the Public:**

Accurate location data for Federal assets is essential for stakeholders, such as real estate developers and telecommunications providers, for, among other things, the expansion of broadband services. Accurate data is also critical for improving management of the Federal Government's real estate portfolio and maximizing value to the taxpayer.

Performance Indicator Definition:**(a) Percent of domestic Federal real property assets with geocodable or mappable location data:**

Percent of U.S.-based Federal real property assets with location data (such as address or latitude/longitude) that allows the asset to be accurately displayed on a map. This is determined through geospatial analysis of data submitted to the Government-wide Federal Real Property Profile (FRPP) system.

(b) Percent of true real property data errors:

This is determined through an analysis conducted on data submitted to the FRPP and confirmed/resolved by agencies during the data validation and verification process. A true error represents GSA-identified anomalies in the data set that have been verified by the landholding agency.

PI 4.3.1 (a) Percent of domestic Federal real property assets with geocodable or mappable location data*

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	70%
2021	N/A	TBD
2022	75%	N/A
2023	85%	N/A

*One-year lag in reporting data results, e.g., FY 2020 results were determined in late FY 2021.

PI 4.3.1 (b) Percent of true real property data errors*

Lead Offices: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	19.43%
2020	N/A	15.34%
2021	12%	TBD
2022	10%	N/A
2023	9%	N/A

*One-year lag in reporting data results.

Performance Goal 4.3.2 - Implement effective policy initiatives**Benefit to the Public:**

Rulemaking is a lengthy activity. Given that OGP can focus on a finite number of rules each year, it is important to measure the impact of the rule to the Federal workforce. This metric will enable OGP to more effectively prioritize and plan its rulemaking agenda. The survey will measure how well OGP is seen as a trusted partner for policy guidance, products, and/or services to determine effectiveness in usefulness, innovative solutions, and expertise.

Performance Indicator Definition:**Percent of key users that rate OGP policy initiatives effective:**

This performance indicator calculates the percentage of survey respondents who rate specific OGP policy initiatives as effective. OGP will survey key stakeholders and agency users on policy initiatives in the annual portfolio (portfolio policy initiatives change from year to year).

PI 4.3.2 Percent of key users that rate OGP policy initiatives effective

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	Baseline	N/A
2023	75%	N/A

Performance Goal 4.3.3 - Deliver quality policy compliance training to agencies regarding policies, regulations, and best practices**Benefit to the Public:**

Developing and delivering training takes many resources. By capturing effectiveness, OGP can measure effectiveness of trainings and gain insights into the knowledge or skill gaps of the Federal workforce and develop training to address them to ensure OGP is providing the best value to agencies and serving as the trusted partner for policy and guidance on Government-wide initiatives.

Performance Indicator Definition:**Percent of training attendees that rate Government-wide training effective:**

This performance indicator calculates the percentage of survey respondents who rate specific Government-wide training as effective. OGP will survey training attendees after each course/event to measure effectiveness of training as it relates to OGP's mission and vision to deliver effective policies, guidance, and other program implementation across the Government.

PI 4.3.3 Percent of training attendees that rate Government-wide training effective

Lead Office: OGP

Fiscal Year	Target	Results
2018	N/A	N/A
2019	N/A	N/A
2020	N/A	N/A
2021	N/A	N/A
2022	Baseline	N/A
2023	TBD	N/A

Key Capabilities

Efficient, effective support services that equip GSA to readily deliver on its mission.

GSA's key capabilities encompass the people, processes, and technology that support the agency in achieving the strategic goals and objectives laid out in the GSA Strategic Plan and Annual Performance Plan. These capabilities are primarily internally-focused, cross-cutting, and enduring. They underpin the unique value GSA provides to its customer agencies, industry partners, and ultimately, the American people. GSA's commitment to maintaining and strengthening these four key capabilities creates the conditions for achieving strong outcomes for the agency. GSA's key capabilities focus areas are:

- People-First Culture Prioritizing Diversity, Equity, Inclusion, and Accessibility
- Evidence-Based Management Grounded in Strong Data Governance and Analytics
- Efficient Operating Processes Driven by Leading Technology
- Exceptional Customer Experience Delivery

KC 1 - Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey
<p>Benefit to the Public:</p> <p>GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.</p>
<p>Performance Indicator Definition:</p> <p>Computed from the PMA Benchmarking Initiative's Customer Satisfaction Survey, the measure consists of an equally weighted composite customer satisfaction score for GSA's CXO's functions — acquisition, financial management, human capital, IT, and shared services on a 1 to 7 point scale.</p>

KC 1 Effectiveness of GSA CXO functions, as measured by Government-wide Customer Satisfaction Survey

Lead Office: CXO

Fiscal Year	Target	Results
2018	5.15	5.16
2019	5.23	5.42
2020	5.27	5.49
2021	5.40	5.75
2022	5.45	N/A
2023	5.70	N/A

KC 2 - Total GSA operating cost as a percentage of goods and services provided**Benefit to the Public:**

Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives.

Performance Indicator Definition:

Total GSA operating cost as a percent of goods and services provided.
For all of GSA's major products or services: Total operating costs (direct and indirect) divided by total revenues.

KC 2 Total GSA operating cost as a percentage of goods and services provided

Lead Office: OCFO

Fiscal Year	Target	Results
2018	9.20%	8.45%
2019	9.00%	8.01%
2020	8.60%	7.64%*
2021	8.25%	7.50%*
2022	8.09%*	TBD
2023	8.37%*	TBD

*In recent years, GSA's operating costs as a percentage of goods and services provided has been driven by above-plan increases in business volume and under-execution of expenses, particularly in FTE. GSA's FY 2022 and FY 2023 targets reflect a moderate level of growth in business volume that is offset by increased expense execution as GSA programs hire more FTE, increase spending to support the Administration's priorities, and fully execute their operating budget plans.

KC 3 - GSA Overall Employee Engagement Index (EEI)**Benefit to the Public:**

A workforce that places the customer at the center of daily operations is able to deliver on current needs and provide solutions that meet future requirements. Developing a proactive workforce of this caliber enables successful delivery of new and expanded offerings.

Performance Indicator Definition:

The U.S. Office of Personnel Management (OPM) measures an Employee Engagement Index, which assesses critical conditions conducive for employee engagement. Questions from the OPM Federal Employee Viewpoint Survey (FEVS) are used to calculate the Employee Engagement Index. The index comprises FEVS questions in three subcategories: "Leaders Lead," "Supervisors," and "Intrinsic Work Experience." The index is calculated by taking the average percent positive response to each of the FEVS questions in the three subcategories.

KC 3 GSA Overall Employee Engagement Index (EEI)

Lead Office: Service & Staff Offices

Fiscal Year	Target	Results
2018	76%	76%
2019	77%	78%
2020	78%	83%
2021	83%	83%
2022	83%	N/A
2023	1% increase from 2021 result OR target is prior year's result*	N/A

*If EEI score decreases from previous year, then the target would be a 1 percent increase from prior year's result. If EEI score remains constant or increases from previous year, target would equal prior year's result.

KC 4 - GSA Federal Information Technology Acquisition Reform Act (FITARA) Scorecard Score
Benefit to the Public:

The FITARA Scorecard is important in providing transparent measurement of how agencies are achieving incremental implementation of the legislation aimed at improving their IT acquisitions and operations. The scorecard also drives accountability around IT investments and promotes cost savings for agencies.

Performance Indicator Definition:

FITARA was passed in 2014 to modernize the Federal Government's IT. Since the law's implementation, the House Committee on Oversight and Reform and the GAO have worked together to release a scorecard that assesses agencies' FITARA implementation efforts. Agency FITARA grades typically reflect GAO's analysis of how agencies are performing in numerous IT categories.

KC 4 GSA FITARA Scorecard Score

Lead Office: GSA IT

Fiscal Year	Target	Results
2018	N/A	B+
2019	B+	B+
2020	B+	A+
2021	B+	A+
2022	B+	N/A
2023	TBD	N/A

KC 5 - Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1**Benefit to the Public:**

This indicator demonstrates both HR and IT readiness, enabling a seamless onboarding and productive new hire experience on their first working day at GSA. This contributes to overall employee productivity and satisfaction with GSA internal operations.

Performance Indicator Definition:

This indicator focuses on improving the new hire experience by measuring how quickly GSA IT is able to respond and deliver a standard laptop and account access to new staff on their first day (in-person or virtual), when laptop requests are submitted more than 10 days from their entry on duty date.

KC 5 Percent of GSA Staff to Receive Account Access and Standard Laptop on Day 1

Lead Office: GSA IT

Fiscal Year	Target	Results
2018	N/A	99.6%
2019	95%	100%
2020	95%	98%
2021	95%	98.3%
2022	95%	N/A
2023	90%	N/A

KC 6 - Competition rate for GSA acquisitions**Benefit to the Public:**

GSA must ensure that internal operations are efficient and effective to support low-cost, high-quality products and services. This focus on internal excellence is carried forward in how GSA provides mission-support services to the Government-wide community. Effective and efficient GSA internal operations decrease the cost burden to agency customers, freeing up funds to meet mission objectives for the American public.

Performance Indicator Definition:

Provided from Federal Procurement Data System (FPDS) source data, this measure is calculated by using the percentage of obligated dollars that are completed annually against total obligations. Non-competitive obligations to mandatory sources (i.e., coded as “authorized by Statute”) are excluded from the calculation.

KC 6 Competition rate for GSA acquisitions

Lead Office: OGP

Fiscal Year	Target	Results
2018	90%	90.9%
2019	90%	91.4%
2020	90%	92.0%
2021	90%	90.7%
2022	90%	N/A
2023	90%	N/A

KC 7 - Number of completed evaluations at GSA**Benefit to the Public:**

Rigorous evidence improves the effectiveness of GSA programs and increases cost avoidance.

Performance Indicator Definition:

As GSA grows capacity to build and use rigorous evidence, GSA will develop a portfolio of rigorous evaluations. This strategic portfolio of evaluations will inform key investments, programmatic and policy decisions. GSA evaluation designs and methods will be rigorous and answer key strategic questions, and the results of all completed evaluations will be shared publicly. GSA will track the increase in the number of completed evaluations between FY 2022 and FY 2026.

KC 7 Number of completed evaluations at GSA

Lead Office: OGP

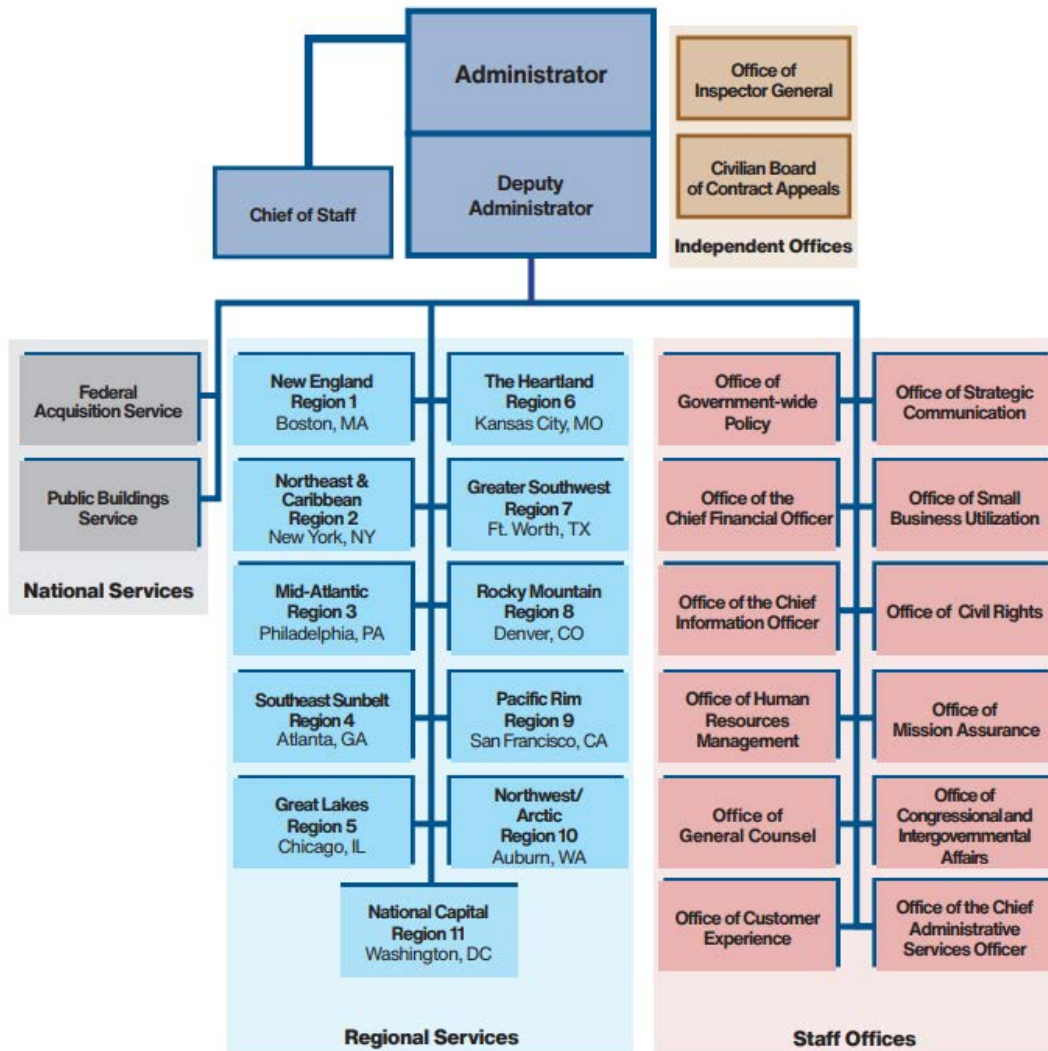
Fiscal Year	Target	Results
2018	N/A	0
2019	N/A	0
2020	N/A	0
2021	Baseline	0
2022	4	N/A
2023	6	N/A

Appendix

GSA Organizational Structure and Office Descriptions

Headquartered in Washington, DC, GSA serves and supports more than 60 Federal departments and agencies through its:

- Central Office
- Federal Acquisition Service
- Public Buildings Service
- Office of Government-wide Policy
- 11 National Staff Offices
- 11 Regional Offices
- 2 Independent Offices



Staff Offices

Office of Administrative Services (OAS)

OAS delivers innovative, responsive, and timely value-added solutions for GSA's administrative, workplace, and information needs in ways that promote integrity, the efficient use of Government resources, and effective risk management.

Office of the Chief Financial Officer (OCFO)

OCFO provides enterprise-wide budget, financial management, financial analysis, performance management, and strategic planning services to GSA business lines and Staff Offices. OCFO also leads robotic process automation initiatives and workload elimination, optimization, and automation efforts.

Office of GSA IT (GSA IT)

GSA IT provides staff with innovative technology to improve capabilities, productivity, mobility, agility, and cost savings. GSA IT solutions include laptops, mobile devices, collaborative cloud-based software, training, and technical support. GSA IT ensures GSA and Federal information security and privacy requirements are implemented agency-wide

Office of Civil Rights (OCR)

OCR administers five programs related to Federal civil rights laws and regulations: Equal Employment Opportunity, Affirmative Employment, Non-discrimination in Federally Conducted Programs and Activities, Environmental Justice, and Non-discrimination in Federally Assisted Programs and Activities. OCR also administers the appeals process for administrative grievances filed by GSA employees.

Office of Congressional and Intergovernmental Affairs (OCIA)

OCIA maintains relationships with Congress; prepares and coordinates the GSA annual legislative program; communicates the GSA legislative program to OMB, Congress, and other interested parties; and works closely with OMB in the coordination and clearance of all proposed legislation affecting GSA.

Office of Customer Experience (OCE)

OCE works with internal clients to enhance relationships with customers, industry partners, and both internal and external stakeholders. OCE improves the end-to-end experience of GSA customers by aligning operations to customer needs. OCE utilizes human-centered design approaches to promote three key behaviors: conducting representative customer research; synthesizing findings into actionable insights; and making incremental, measurable, and customer-focused improvements.

Office of General Counsel (OGC)

OGC provides sound and timely legal advice and representation to GSA clients to enhance their ability to deliver the best value in real estate, acquisition, and technology services to the Government and the American people. OGC carries out all legal activities of GSA; advises on the proper implementation of GSA's statutory responsibilities; and provides legal counsel to the Administrator, the Deputy Administrator, and other officials of GSA (with the exception of certain legal activities of the Office of Inspector General and the Civilian Board of Contract Appeals). The General Counsel is the chief legal officer of the agency and is responsible for legally sound implementation of GSA's mission responsibilities nationwide. The General Counsel serves as GSA's Designated Agency Ethics Official and manages GSA's ethics program. The General Counsel also serves as the Chief Freedom of Information Act (FOIA) Officer and manages the FOIA program.

Office of Human Resources Management (OHRM)

OHRM delivers comprehensive human resources services and solutions to GSA and its employees. OHRM's primary focus is to work with GSA Services and Staff Offices to attract, motivate, develop, retain, and reward employees to maintain and enhance a mission-ready workforce.

Office of Mission Assurance (OMA)

OMA ensures resilience and continuity of the agency's critical business processes by integrating and coordinating activities across all domains of security (physical, personnel, and industrial), Homeland Security Presidential Directive 12 credentialing, emergency management, and contingency and continuity planning. OMA provides an enterprise-wide approach to mission assurance planning while ensuring the safety, privacy, and security of GSA facilities, personnel, and assets nationwide.

Office of Small and Disadvantaged Business Utilization (OSDBU)

OSDBU has nationwide responsibility for GSA's small business programs and is the chief advocate for small and disadvantaged businesses. OSDBU collaborates with GSA mission delivery and support offices to meet and exceed statutory prime and subcontracting small business and socio-economic small business goals. OSDBU promotes small business access to GSA's nationwide procurement opportunities, ensures small business participation, and provides training.

Office of Strategic Communication (OSC)

OSC is the agency's resource for all internal and external communication needs, using communication to help GSA meet its mission and business goals. OSC's services include: communication strategy planning and counseling; graphic design and production; media relations and stakeholder engagement; web and social media; audiovisual production and management; writing and editing; speechwriting and executive communication; and risk communication and crisis management.

Independent Offices**Office of Inspector General (OIG)**

The OIG is an independent organization, responsible for promoting economy, efficiency, and effectiveness, and for detecting and preventing fraud, waste, and mismanagement in GSA programs and operations.

Civilian Board of Contract Appeals (CBCA)

The CBCA is an independent tribunal housed within GSA. Its primary responsibility is to adjudicate contract disputes between civilian Federal agencies and contractors under the Contract Disputes Act.

GSA Leadership

OFFICE OF THE ADMINISTRATOR



Robin Carnahan
Administrator



Katy Kale
Deputy Administrator



Brett Prather
Chief of Staff



Laila ElGohary
White House Liaison

NATIONAL SERVICES & INDEPENDENT OFFICES



Sonny Hashmi
Federal Acquisition
Service



Nina M. Albert
Public Buildings Service



Carol F. Ochoa
Office of
Inspector General



Erica S. Beardsley
Civilian Board of
Contract Appeals

STAFF OFFICES



Bob Stafford
Office of
Administrative
Services



Mehul Parekh
(Acting) Office of
the Chief Financial
Officer



David A. Shive
Office of the Chief
Information Office



Aluanda Drain
Office of Civil
Rights



Gianelle Rivera
Office of
Congressional and
Intergovernmental
Affairs



Ed Walters
Office of Customer
Experience



Nitin Shah
Office of General
Counsel



Krystal Brumfield
Office of
Government-
wide Policy



Traci DiMartini
Office of Human
Resources
Management



Robert J. Carter
Office of Mission
Assurance



Exodie C. Roe, III
Office of Small and
Disadvantaged
Business
Utilization



**Teresa Wykpisz-
Lee**
Office of Strategic
Communication

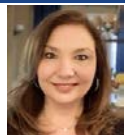
REGIONAL OFFICES



Glenn C. Rotondo
(Acting) Region 1
New England
Boston, MA



Michael Gelber
(Acting) Region 2
Northeast &
Caribbean
New York, NY



Joanna Rosato
(Acting) Region 3
Mid-Atlantic
Philadelphia, PA



Kevin Kerns
(Acting) Region 4
Southeast Sunbelt
Atlanta, GA



Kim Brown
(Acting) Region 5
Great Lakes
Chicago, IL



Mary A. Ruwwe
(Acting) Region 6
The Heartland
Kansas City, MO



Giancarlo Brizzi
(Acting) Region 7
Greater Southwest
Ft. Worth, TX



Penny Grout
(Acting) Region 8
Rocky Mountain
Denver, CO



Daniel R. Brown
(Acting) Region 9
Pacific Rim
San Francisco, CA



Lisa Pearson
(Acting) Region 10
Northwest/Arctic
Auburn, WA



Aimee Whiteman
(Acting) Region 11
National Capital
Washington, DC

Acronym List

AAS	Assisted Acquisition Service	GWAC	Government-wide Acquisition Contract
APG	Agency Priority Goal	HISP	High Impact Service Providers
APP	Annual Performance Plan	HUBZone	Historically Underutilized Business Zone
APR	Annual Performance Report	ICT	Information and Communication Technology
ARP	American Rescue Plan	IDEA	21st Century Integrated Digital Experience Act
ASSIST	Assisted Services Shared Information System	IFF	Industrial Funding Fee
BSC	Business Standards Council	ISS	Industrial Satisfaction Survey
BTU	British Thermal Units	IT	Information Technology
CALM	Contract Acquisition Life-cycle Management	ITC	Information Technology Category
CBCA	Civilian Board of Contract Appeals	JAB	Joint Authorization Board
CFO	Chief Financial Officer	MAS	Multiple Award Schedule
CIO	Chief Information Officer	MPG	Miles Per Gallon
CLS	Customer Loyalty Score	NPS	Net Promoter Score
CoE	Centers of Excellence	NPV	Net Present Value
CX	Customer Experience	OAS	Office of Administrative Services
CXO	C-Suite Executive Officers	OCE	Office of Customer Experience
C-SCRM	Cyber-Supply Chain Risk Management	OCFO	Office of the Chief Financial Officer
DAP	Digital Analytics Program	OCIA	Office of Congressional and Intergovernmental Affairs
DCOI	Data Center Optimization Initiative	OCR	Office of Civil Rights
EEI	Employee Engagement Index	OGC	Office of General Counsel
EIS	Enterprise Infrastructure Solutions	OGP	Office of Government-wide Policy
EVSE	Electric Vehicle Supply Equipment	OHRM	Office of Human Resources Management
FAS	Federal Acquisition Service	OIG	Office of Inspector General
FedRAMP	Federal Risk and Authorization Management Program	OMA	Office of Mission Assurance
FIBF	Federal Integrated Business Framework	OMB	Office of Management and Budget
FICAM	Federal Identity, Credential, and Access Management	OSC	Office of Strategic Communication
FM	Facilities Management	OSDBU	Office of Small and Disadvantaged Business Utilization
FPDS	Federal Procurement Data System	PBS	Public Buildings Service
FRPP	Federal Real Property Profile	PI	Performance Indicator
FY	Fiscal Year	PMRD	Procurement Management Review Division
GHG	Greenhouse Gas	POP	Planning Outreach and Partnership
GNP	Good Neighbor Program		
GSA	General Services Administration		
GSA IT	Office of GSA IT		
GSF	Gross Square Feet		

QSMO	Quality Service Management Office
REXUS	Real Estate Across the United States
SB	Smart Buildings
SBA	Small Business Administration
SDB	Small Disadvantaged Business
SDVOSB	Service-Disabled Veteran-Owned Small Business
SO	Strategic Objective
SRT	Solicitation Review Tool
TMF	Technology Modernization Fund
TTS	Technology Transformation Services
TSS	Tenant Satisfaction Survey
WOSB	Woman-Owned Small Business
YTD	Year To Date
ZEV	Zero Emission Vehicle

U.S. General Services Administration

MANAGEMENT CHALLENGES and GSA ACTIONS

Fiscal Year 2023 Budget Request

CONTENTS

Management Challenges and GSA Actions	3
Challenge # 1: Establishing and Maintaining an Effective Internal Control Environment Across GSA	3
Agency Actions Completed or Planned	3
Challenge #2: Improving Contract Administration	4
Agency Actions Completed or Planned	4
Challenge #3: Enhancing Government Procurement	6
Agency Actions Completed or Planned	6
Transforming the Multiple Award Schedules Program (Schedules Program)	6
Consolidated Schedules	6
Pricing for MAS Contracts	7
Managing supply chain risk in accordance with FY 2019 National Defense Authorization Act (NDAA), Section 889	9
Implementing procurement through commercial e-commerce portals	10
Transitioning customers to the new EIS contract	13
Challenge #4: Maximizing the Performance of GSA's Real Property Inventory	15
Agency Actions Completed or Planned	15
Footprint Optimization	16
Lease Cost Avoidance	18
PBS Productivity	19
Challenge #5: Implementing GSA's Role Under the Comprehensive Plan for Reorganizing the Executive Branch	22
Agency Actions Completed or Planned	22
Challenge #6: Managing Agency Cybersecurity Risks	23
Agency Actions Completed or Planned	23
Controlling Access to Sensitive Information in GSA Systems	23
Delivering the System for Award Management (SAM)	24
Challenge #7: Managing Human Capital Efficiently to Accomplish GSA's Mission	26
Agency Actions Completed or Planned	26
Challenge #8: Safeguarding Federal Facilities and Providing a Secure Work Environment	31
Agency Actions Completed or Planned	31
Environmental and Health	31
GSA and FPS Collaboration	31
Security at GSA Child Care Centers	32
Unauthorized Access and Physical Access Control Systems (PACS)	32
Implementing Consistent Guidance for Returning Federal Workers to GSA Facilities	34
Accurate Reporting of CARES Act Spending	35

Management Challenges and GSA Actions

The sections below summarize the management challenges listed by the GSA Inspector General and initially reported in GSA's FY 2021 Annual Financial Report on November 15, 2021. In all cases, GSA's budget addresses each management challenge by providing the necessary funding for the office charged with addressing the challenge.

Challenge # 1: Establishing and Maintaining an Effective Internal Control Environment Across GSA

Agency Actions Completed or Planned

As the U.S. General Services Administration (GSA) Office of Inspector General (OIG) recommends, GSA will continue its efforts to strengthen its systems of internal control in fiscal year (FY) 2022 and beyond. Support of our Federal partners and the American public requires that GSA maintain a strong internal control environment to safeguard the organization and its assets, advance mission objectives, optimize compliance and effectiveness, and minimize risks. Our internal control environment must be resilient and responsive to new opportunities, challenges, and priorities. In FY 2021, GSA continued to strengthen its internal control environment and its resilience through multiple efforts:

- **Reinforced enterprise-wide accountability and issue resolution** in monthly senior leader meetings, co-chaired by the Deputy Administrator and the Chief Financial Officer (CFO). These discussions focus senior leaders on agency-wide issue resolution, areas of high risk or impact, and actionable priorities. The resulting collaboration and transparency have strengthened compliance and accountability across GSA.
- **Improved contract administration** by strengthening policy, addressing performance and training needs of acquisition professionals, and implementing contract administration process improvements, as stated by the OIG. GSA streamlined its process related to contractor access card deactivation and collection, and strengthened management oversight. GSA continues to apply process and automation improvements as it develops solutions in other areas.
- **Realigned audit management and accountability processes and staff** to the Office of the Chief Financial Officer, which structurally aligned that staff with several enterprise-wide functions, including the internal control program, enterprise risk management, performance improvement, and process improvement/automations. By leveraging their combined expertise, GSA gained insights into program performance and the capability to strengthen operations and controls through the use of automation and process improvement.

GSA recognizes that it is essential to maintain a relationship with the OIG that improves GSA programs and operations. In all efforts, including with respect to GSA's COVID-19 response, GSA has sought to maintain the agency's high standards for responsiveness to OIG and others, while seeking to identify and understand emergent issues in a dynamic environment.

GSA will continue to build upon these efforts and make meaningful progress on internal controls and in resolving audit issues in FY 2022.

Challenge #2: Improving Contract Administration

Agency Actions Completed or Planned

The advancement of key controls and increased oversight remains a top priority for GSA, and the agency is confident that its actions have already resulted in meaningful improvements to internal controls within the contract administration landscape.

On February 12, 2020, the GSA Administrator issued a memo to the Heads of Services and Staff Offices, spurring several agency-wide corrective action plans elevating the focus on contract administration, improving accountability, and strengthening internal controls.

- **Elevated focus on Contract Administration** - GSA's CFO hosts monthly audit meetings, bringing various stakeholders together, to monitor the status of GSA's response to audits and Procurement Management Reviews.
- **COR critical elements in performance plans** - A new mandatory acquisition critical element was developed to establish common performance elements for GSA Contracting Officer's Representatives (COR) and included in all applicable performance plans beginning FY 2021.
- **Personal Identity Verification (PIV) card controls strengthened** - An agency-wide working group was created to place greater focus on the process of returning GSA access cards at the completion of a contract or termination of building access. [Change 132 dated July 26, 2021](#), amended the General Services Acquisition Regulation under clause 552.204-9 to clarify where the contractor can find PIV requirements and added more detailed procedures for credentialing management under GSAM 504.1370.
 - **Mandatory HSPD-12 Training** - Agency-wide mandatory HSPD-12 training was developed and deployed as an annual training requirement for all Requesting Officials (RO).
 - **PIV Dashboard** - A dashboard was created to illustrate active GSA access cards and expirations by contract. ROs can see all credentialed contractor personnel in one place for greater visibility and management oversight.

GSA's Service and Staff Offices have worked, in alignment with agency initiatives, to develop complementary policy and process improvements to align with the agency's targeted focus on improving contract administration. The Federal Acquisition Service (FAS) has issued several policies that support improved contract administration: 1) [PAP 2020-04 FAS Contract File Standards](#) and 2) [FAS PAP 2020-03 FAS Contracting Officer's Representative Function Standard Operating Procedures](#). FAS has issued three acquisitions by topic pages to provide further guidance on contract administration: 1) [FAS Contractor Personal Identity Verification Card \(PIV\) Guidance](#); 2) [Contracting Officer's Representative \(COR\)](#); and 3) [FAS Contract File Guidance](#). The Public Buildings Service

(PBS) issued [PBS PIB 21-05 dated 5/12/2021, Contracting Officer's Representative \(COR\) Policy](#), outlining contract file documentation requirements for COR files. PBS has also sought to streamline the manner in which construction goods and services are inspected, accepted and ultimately paid. In FY 2021, GSA's Office of Administrative Services (OAS) updated operational policy for the Office of Internal Acquisition (Operational Notice 17-002) to establish a COR working file checklist and require Electronic Acquisition System Integration (EASi) as the official COR file repository. OIA has also updated the COR Delegation memo template to enhance supervisory oversight and acknowledgement of COR workload. The Office of Mission Assurance enhanced oversight of the GSA PIV function by creating, mapping, and centralizing key processes.

In FY 2022, GSA will remain focused on enhanced oversight and strengthening management controls within contract administration. The Office of Government-wide Policy (OGP) will continue to review contract administration during the FY 2022 Procurement Management Review (PMR) cycle. OGP plans to conduct PMRs in multiple regions and service centers, testing the strength of the previously implemented management controls.

To further advance management oversight, slated for the second quarter in FY 2022, FAS's Information Technology Category Program Management Office will conduct quarterly samplings of performance-based awards and contract modifications to ensure that Quality Control Plans and Quality Assurance Surveillance Plans (QASP) are in place and being followed. The program office will review, update, and strengthen each QASP, to include assessment and accreditation requirements as well as vulnerability remediation plan, as key performance metrics. All critical/high vulnerabilities will be remediated in 30 days or less. All medium/moderate vulnerabilities will be remediated in 90 days or less. This initiative will help to ensure contract inspections are being conducted against a set of standards and will further validate that the government received the goods and services for which it has paid.

FAS also introduced an Acquisition Excellence Composite Metric (AECM) in the FY 2022 Performance Plans of its Senior Executive Service. This metric is anticipated to promote the quality of FAS acquisitions as a key value proposition. The AECM will baseline acquisition excellence at a FAS-wide enterprise level while highlighting areas of acquisition performance that are both in compliance and those that are in critical need.

Similarly, PBS developed standard FY 2022 performance plan language to be incorporated into the plans of Regional Commissioners (RCs) and Heads of Contracting Activities (HCAs) and into the plans of all subordinates to promote effective and efficient management of financial, human, technology, and other business resources, while reducing unnecessary costs associated with the same. This further improves accountability of GSA officials overseeing multiple acquisition functions (i.e., both contracting and program management) and places a targeted focus on PBS Audit Themes. These themes will be used to address findings, recommendations, and information from other management reviews. In partnership with relevant business lines and regions, RCs and HCAs will be required to develop and implement a National Internal Controls Plan for Acquisition as a determinant of overall performance success.

GSA continues to strengthen its oversight and control environment related to contract administration and will continue to improve in this area.

Challenge #3: Enhancing Government Procurement

Agency Actions Completed or Planned

The Federal Acquisition Service (FAS) recognizes and acknowledges that it plays a significant role in implementing a wide range of priorities through enhancements to the way the government procures goods and services. The challenges are complex, which is why FAS has executed a focused effort to ensure the FY22-26 GSA Strategic Plan articulates the objectives and identifies key initiatives to drive desired outcomes. FAS will build upon the momentum achieved in the past on these challenging initiatives and will leverage expertise across the agency to ensure continued mission delivery.

Transforming the Multiple Award Schedules (MAS) Program (Schedules Program)

FAS acknowledges the challenges of (1) assigning the consolidated contracts to an acquisition center with the expertise to administer it properly and (2) evaluating and negotiating the consolidated contracts in accordance with federal regulations and GSA internal policies.

FAS is thoughtfully considering these challenges as we continue the MAS Consolidation implementation.

The MAS Consolidation was broken into three phases to allow for full stakeholder engagement and more fluid change management and to date has successfully completed the first two of its three phases. All new offers submitted on or after October 1, 2019, were done so under the single MAS vehicle, with the second phase providing a mass modification to move the existing contracts from one of the 24 legacy Schedules to the single MAS vehicle.

The MAS consolidation final phase (Phase 3) will move contractors with multiple contracts to a single contracting officer (CO) who will work with the contractor to create a plan and schedule on how to get to one contract (with the exception of contractors with Small Business Set Aside Special Item Numbers or SINs). Due to blanket purchase agreements and other highly complex order types, this may take up to five years.

Contractors are assigned to their consolidated Acquisition Center through a complex equation based on offering, preponderance of sales, and Acquisition Center input. Further, the new enterprise focus on MAS necessitated the creation of a subject matter expert group to assist with more complex SINs across centers. Having COs work together on categories they are more familiar with reduces the risks associated with requiring COs officers to be experts in all categories. The MAS PMO and Office of Policy and Compliance have provided multiple training sessions for this phase. This includes going through the streamlined modification PAP that requires a CO to complete a fair and reasonable pricing assessment of all offerings being added to a contract, regardless if on a secondary contract.

FAS has continued to modernize the MAS program with data analysis as part of the fair and reasonable price determination process. This has included opportunities such as the Transactional

Data Reporting (TDR) Rule, which allows GSA to collect prices paid data. This has also moved the fair and reasonable determination to a horizontal pricing review rather than a vertical type. Pricing is determined on the market that is gathered through the various data sets in the Price Point Plus Portal (4P) Tool and CALC tool. This is combined with market research that the CO also completes. This ensures that our contractors are not siloed into markets that only apply to a single company thus making pricing more competitive for small businesses and increasing their success rate. This best value, highly competitive ceiling rate determination is what provides customer agencies the ability to use order level competition that will provide the comparison of similar offerings and terms and conditions to achieve the lowest overall cost alternative.

FAS has been working on data maturity of TDR prior to adding this as a data set for eTools. As FAS expands the TDR rule across the MAS Program in FY22-23, it is simultaneously taking steps to normalize TDR data and feed it into the 4P and the Contract Awarded Labor Category Plus (CALC+) tools. COs will be able to use these pricing tools to consider multiple data sources (TDR, BLS, awarded rates) as they make their independent fair and reasonable price determination. Such analysis will strengthen GSA Schedule pricing and ultimately make it more competitive.

Additionally, FAS is developing training for COs on how to properly conduct fair and reasonable pricing determinations, understanding TDR and what TDR data is and how to use it, and how to use the pricing tools that will contain the TDR data.

Finally, GSA continues to welcome the OIG's oversight of the TDR program, and will continue to do its best to address recommendations and concerns as we strive to modernize the MAS program.

Supply Chain Risk Management (SCRM)

SCRM and Cyber SCRM (C-SCRM) are major challenges for the Federal Government acquisition community and GSA is working aggressively to address these. GSA and FAS continue to increase our SCRM maturity through a multiple-year effort to support the entire Federal Government.

The FAS Commissioner represents GSA on the Federal Acquisition Security Council (FASC). GSA and FAS have been strong proponents of FASC and contributed to the issuance of the final regulation that operationalized the authority provided to the FASC in the Secure Technology Act. GSA continues to support the writing and development of the Federal Acquisition Regulation (FAR) to further operationalize these authorities.

GSA, through the Office of Government-wide Policy, has developed and issued a SCRM plan and program. FAS developed a SCRM Organizational Level Plan; launched the FAS SCRM Champions Program; established a SCRM Review Board (an enterprise-wide cross discipline governance body that supported section 889 of the FY 2019 National Defense Authorization Act (NDAA) (Section 889) implementation and supply chain event report triage); developed a Mission Level Plan for Respond-Remove; launched a pilot and expanded the use of Vendor Risk Tools to identify and monitor critical risks; updated acquisition planning guidance to incorporate IT Risk Management; and developed a comprehensive set of SCRM acquisition workforce training. The Mission Level

Respond-Remove Plan defined the process to remove or exclude covered Section 889 articles from all FAS offerings.

GSA and FAS have aggressively implemented the Section 889 prohibition in accordance with the FAR to reduce risk. FAS rapidly modified its existing acquisition vehicles to incorporate the required Section 889 parts A and B of the FAR clause. This ensured that customers could continue placing orders with minimal disruption. FAS implemented a series of escalating corrective actions for contractors that did not accept the required modification, including issuing letters of concern, temporary e-system removal, and contract cancellation. FAS cancelled 131 contracts that remained non-compliant and by FY 2021 Q4, 100% of FAS contracts incorporated the required contract clause.

FAS also developed several ongoing compliance monitoring practices that exceed FAR requirements such as:

- the Prohibited Products Robomod process;
- automatically “suppressing” prohibited products from GSA Advantage!;
- leveraging Industrial Operation Analysts (IOA) to educate high-risk vendors;
- leveraging authoritative data from the Verified Products Portal (VPP);
- conducting high risk transaction inquiries when information is present for non-compliance.

Lastly, in FY 2021, GSA requested the assistance of OIG, including reviews of contractor compliance with Section 889 post award MAS contract audits. GSA appreciates the additional support in implementation of this important provision.

In FY 2022, FAS will continue to mature our SCRM capability by:

- leveraging vendor risk tools to support supply chain illumination and risk analysis on critical programs (while managing the vendor risk tool program to share access and reports across FAS as appropriate);
- reviewing major acquisitions through the FAS Acquisition Council (FAC) and providing SCRM subject matter expert support for pre-award and post award strategies to reduce risk; and
- continuing implementation of Executive Order (EO) 14028, including intra-government and industry engagement on labeling, Software Bill of Materials, and critical software identification and compliance.

Enhancing Competition at the Task Order Level

The enhanced competition authority in section 876 of the FY 2019 NDAA provides the flexibility to the workforce to utilize an acquisition strategy that focuses on promoting competition at the task order level. Competition is a key tenet of the Federal acquisition system and drives best value solutions for agencies and the taxpayer. This is accomplished by eliminating the need for the acquisition workforce to negotiate labor rates at the contract vehicle level so the workforce can focus on higher value work of promoting competition. This authority applies to services only and does not extend to products.

This authority will facilitate making it easier for customers to realize better value, the acquisition workforce to focus on helping customers achieve robust competition and suppliers being able to more easily do business with the government.

GSA has engaged all of our acquisition program stakeholders (e.g., customers, acquisition workforce, industry partners and oversight community) to determine when use of the enhanced competition authority represents the best acquisition strategy. GSA implemented Section 876 authority on a limited set of acquisitions (GWACs and MACs) via a Class Deviation to FAR Subpart 16.5 (see CD-2020-14).

To support the successful implementation of enhanced competition, GSA has executed the following actions:

1. Issued a Federal Supply Schedules (FSS) Program Advance Notice of Proposed Rulemaking (ANPR) in the [Federal Register](#) and held listen sessions ([Listening Session Summary](#)) to obtain public comments for all interested parties;
2. Opened two General Services Acquisition Regulation cases to further obtain public comment and feedback on use of the enhanced competition authority;
3. Implemented a comprehensive communications plan to keep all stakeholders informed on development and use of the authority;
4. Began use of the enhanced competition authority with the establishment of the ASTRO contract vehicle that is only available for use with FAS-assisted acquisition portfolio. The ASTRO contract vehicle is a multiple award IDIQ to acquire manned, optionally manned and unmanned platforms and services;
5. Issued [Procurement Information Notice 2021-03](#) - Guidance for use of Section 876 Authority - Orders Against the ASTRO IDIQ MAC and an ordering guide that provides guidance on how to perform market research, develop an independent government cost estimate (IGCE), and determine fair and reasonable pricing when AAS is using the ASTRO contract vehicle.
6. Established metrics and a review process to evaluate ASTRO's use of the enhanced competition authority;
7. Established an Integrated Project Team, including representatives of the GSA Office of Inspector General, to examine whether use of the enhanced competition authority is best acquisition strategy for the Multiple Award Schedules Program;
8. Began development of updating market research, estimation and price analysis capabilities to support use of the authority.

Implementing Procurement through Commercial e-Commerce Portals

GSA's Commercial Platforms Proof of Concept is available to Government Purchase Card holders as a 'managed channel' for open-market purchases through select e-marketplace platforms. The

contracts with Amazon Business, Fisher Scientific, and Overstock Government, were awarded in June 2020 and launched in mid-August 2020 as part of an initial three-year “proof of concept.” In FY 2021 the program was (and continues to be) heavily focused on adoption and implementation of the proof of concept, receiving both strong interest from prospective agencies and positive feedback from participating buyers over the initial year (with overall satisfaction scores of 9.2 out of 10). Total FY 2021 spend through the program was approximately \$11.7M, across more than 43,000 orders, with 15 agencies participating at the close of the fiscal year, and another 5 slated for onboarding in early FY 2022.

Throughout FY 2022, the program’s focus will remain on agency engagement and growth of the proof of concept; collection and analysis of spend data; ongoing implementation of the program’s performance measurement process; and continued refinement of the program’s assessment of the platforms’ compliance with data protection policies. The proof of concept approach allows GSA to test, refine, and ultimately grow the program incrementally based on lessons learned and data collected.

Performance Measurement

The Commercial Platforms program places a strong emphasis on its Performance Management program, having identified metrics and key performance indicators that directly align the program to agency and Administration priorities, particularly as it relates to purchasing in the open-market environment. The program team’s performance management framework employs both quantitative and qualitative measures to effectively measure the program’s progress and performance. Over the last year the program team focused much of its effort onboarding the participating platform providers and putting in place the necessary foundational processes to receive the requested data elements needed to support the identified metrics. The platform data and metrics were aggregated in the program’s dashboards, which launched in mid-FY 2021. The program intends to use FY 2022 to iterate this existing performance management framework using data from the last year and feedback from participating agencies to set goals, targets and timelines for each of the identified metrics. This data will help determine how better buying strategies and decisions can be made through the use of these online platforms and will help to inform where the program evolves in the future.

Supply Chain Risk Management

Supply Chain Risk Management continues to be a significant area of focus for both the Commercial Platforms program and the participating agencies. This emphasis applies to the challenges of counterfeiting more broadly, as well as Government’s implementation of Section 889 (parts A and B) of the FY 2019 NDAA. The program is actively working with the participating platforms to limit agency buyer’s exposure to supply chain risk by collaborating with agency policy makers to identify those areas of greatest concern, whether it’s by product category, seller, or country or origin. As it relates to Section 889, FAS has taken steps as part of its contract to either remove entirely or add alerts/restrictions to product categories that are covered under part A. For part B, the program has documented each platforms’ capabilities (and coverages) related to the company’s part B representation, and regularly consults with agencies and their buyers to ensure maximum

compliance. Lastly, the program conducts monthly training sessions with each of the platforms for participating buyers, which includes a dedicated discussion on each platforms' capabilities related to supply chain risk management and Section 889 compliance.

Data Protections

1. Similar to supply chain risk management, data protections continue to remain a high priority for the Commercial Platform's program. Each of the participating platforms in the proof of concept have agreed to specific language in their contracts as it relates to various data protection requirements, including:
 - sale or disclosure of data to third parties;
 - safeguarding of government data; and
 - restrictions on use of third-party supplier data.
2. The program assessed each of these areas as part of the evaluation phase of the acquisition process prior to contract award. For FY 2022, the program will continue to monitor these key areas and will conduct follow-on reviews of each platform providers' current data protection policies. The program team will work collaboratively with the acquisition team to ensure compliance with the terms and conditions of the contracts.
3. Looking ahead, GSA plans to continue implementation of the current proof of concept through the duration of the contracts period, concluding in June 2023. The feedback and spend data insights gained throughout implementation will help to inform how the program is progressing and where it should go in the future. The Commercial Platforms program is also mindful of the potential impacts to existing FAS offerings. To that end, in all agency meetings and program materials the program regularly communicates itself as a 'managed channel' for open-market spend, acknowledging that existing FAS offerings, such as the Multiple Award Schedules program, should be considered prior to purchasing from the program's participating platform providers. Additionally, the program is working closely with the Federal Marketplace initiative as FAS considers its product and channel strategy, with the ultimate goal of making it easier for both buyers and sellers to utilize GSA solutions. With this information in hand, GSA can begin to conduct parallel market research and identify an appropriate acquisition strategy to ensure a competitive selection of participating platforms at the end of the current contract term.

Leading the Transition to the Enterprise Infrastructure Solutions (EIS) Contract

There is significant risk of agencies not completing their transition to the Enterprise Infrastructure Solutions (EIS) contract on time. The most recent transition milestone was for customer agencies to have completed 50 percent of their transitions -- as measured by the disconnection of services from the legacy contracts -- by March 31, 2021. However, as of August 31, 2021, only 48.4% of the governmentwide inventory was disconnected, and only 74% of task orders had been awarded. FAS

has the following efforts underway to encourage agencies to both accelerate transition and mitigate the risk of not transitioning on time through contingency planning:

Project Plan for Closeout of Transition

To motivate agencies to execute their transitions, FAS is actively addressing the requirements and taking the actions outlined in the “Project Plan for Closeout of EIS Transition.” It is important to note that FAS does not have the authority to compel agencies to take specific actions. It is also important to note it is not FAS’ intention to disrupt agencies’ telecommunications in a way that causes harm to them or to the citizens they serve. GSA is judicious and thoughtful in its implementation of the Closeout Plan, giving both the agencies and their service providers due course to identify any factors that warrant additional time to remain on the expiring contracts, and GSA has on several occasions granted not only additional time but additional assistance from FAS experts to address the challenges delaying the agencies’ transitions.

Limiting Users

In FY 2021, FAS completed Phases 1 through 4 of the Closeout project to limit users on the expiring contracts and to curtail new services being added to those contracts. Sixty-four agencies have been removed from the list of authorized users and fifty-three of them have been disconnected from the contracts. In Phase 5, FAS identified eight agencies that have awarded some but not all of their task orders; they received warning letters in October 2021 and are in the process of appealing. Another four agencies will be removed in Phase 5 because their transitions are complete and removing them ensures they do not order anything new on the expiring contracts.

Freezing Contract Modifications and Orders

On October 1, 2020 FAS required any agency needing a modification or order for new services to submit a waiver request for FAS’s approval. On October 1, 2021, FAS further restricted the criteria to six exigent scenarios that GSA would consider for a waiver:

1. Disaster Relief activities
2. Activities necessary by law, the Constitution, or necessary for safety of human life or protection of property
3. Maintaining law enforcement operations
4. Providing the protective functions of the U.S. Secret Service
5. Maintaining counter-terrorism or intelligence gathering or dissemination capabilities
6. Matters related to diversity, equity, inclusion and access

In addition, effective November 1, 2021, FAS is requiring agencies to support waiver requests with an updated transition plan that articulates (1) steps to accelerate progress to award outstanding EIS task orders; (2) movement of the newly added inventory to EIS by the September 2022 deadline and no later than the expiration of the legacy contracts in May 2023; and (3) acquisition contingency plans for those agencies lacking awarded EIS task orders to preserve mission and maintain services after the May 2023 expiration date. The agency will also document its agreement to take full responsibility for any stranded legacy contract inventory and/or loss of service as of May 31, 2023.

Ongoing Agency Support

- In FY 2021 FAS began offering Transition Engineering Assistance (TEA) to agencies as part of FAS' ongoing direct agency support. TEA provides dedicated network, voice, cloud, and security engineering resources directly to agencies to assist with their transition from the legacy ETS contracts to their awarded EIS services. The GSA-managed TEA contractors work directly with the assigned agency, awarded EIS contractor(s), and GSA stakeholders to ensure the agency EIS transition goals are achieved in a secure, best practice focused, and where possible modernized method.
- In June 2021 FAS started holding bi-weekly EIS Transition office hours. All agencies are invited and encouraged to use this time to ask questions and share experiences.

Additional Risk Management Activities

- FAS developed a "Take A.I.M Toward EIS" messaging theme for consistent communications: (1) Assess transition status and accelerate progress; (2) Inventory -- disconnect and transition; and (3) Mitigate risk to ensure mission operations continue.
- FAS is working closely with the Office of Management and Budget (OMB) to jointly review agencies' transition progress and escalate issues. GSA and OMB met with agencies identified to be at high risk of missing transition deadlines, advising agencies to develop contingency plans to ensure services continue after May 31, 2023.
- FAS launched a new project called "Risk Assessment for Transition (RAFT)" to help agencies make a realistic assessment of how long their transition will take, identify contingency options, and state results to stakeholders. FAS is holding RAFT sessions with high-risk and other interested agencies.

Challenge #4: Maximizing the Performance of GSA's Real Property Inventory

Agency Actions Completed or Planned

In FY 2022, GSA sees an opportunity to leverage new ways of working across the federal government to further right-size the Federal real estate portfolio. This effort will enable GSA to reduce and consolidate agencies into Federally owned facilities under GSA's jurisdiction, custody, and control based on their missions and reduce the reliance on costly leases, which will maximize the performance of the GSA real property inventory and provide savings for American taxpayers.

Reducing and Consolidating Space

In response to uncertain future space requirements and the implementation of more flexible workplace policies, including telework, at the beginning of FY 2021, GSA began surveying its customers on their COVID-19 telework posture and their reentry plans. The most recent survey

results show that there is a slow return to facilities. Agencies are indicating that they plan to adjust their telework policies to increase telework for the long-term, and have also indicated that changes to their space will occur in two or more years or as Occupancy Agreements expire, whichever is later. In FY 2022, PBS will begin more detailed engagements with all CFO Act agencies to attempt to determine how these long-term changes to telework will translate to space reductions.

GSA faces the challenge of implementing consolidation initiatives to achieve desired reductions in space without access to the full revenue generated within the Federal Buildings Fund (FBF). Every modernization project is an opportunity to consider ways to consolidate agencies from owned to leased space, but this has been particularly harmful for the Consolidation Activities program; this program has supported 87 successful projects since its inception but has not been funded since FY 2019.

Reducing Leasing Costs

Reducing the Federal Government's reliance on costly leases remains a top priority for GSA. GSA continues with its efforts on lease cost avoidance that were favorably recognized by the Government Accountability Office (GAO) by removing the costly leasing segment of Federal Real Property from the High Risk Report, GAO-21-119SP, March 2021. As OIG's Management and Performance Challenges report details, the increased use of telework due to the onset of the COVID-19 pandemic has created opportunities for GSA to reassess its leasing strategy.

PBS created a consolidated vacant space tracking tool to provide a consolidated view of GSA's current vacant space, pending space releases where agencies have provided GSA with their formal notice to release space, and potential vacant space that consists of forward looking information of potential space releases. This tool, which has been shared broadly across PBS, allows us to look forward before space is actually vacant, giving GSA a better opportunity to mitigate leased vacant space through backfill with another occupant agency, a lease buyout, or holding the vacant space.

GSA is also focused on enhancing backfill opportunities for vacant space. We are currently in the planning phase of working to more aggressively market vacant space opportunities to client agencies needing space or that are in expiring leased space.

Additionally, GSA is aware that the potential change in market conditions caused by the global pandemic will require a re-examination of its longer term lease strategy. In May 2021, PBS issued a policy document (Leasing Alert) titled, "Strategic Direction on Lease Terms During and Following the COVID-19 Pandemic." This document advises Lease Contracting Officers (LCOs) to use longer terms for agencies who submit long-term requirements, but recommends shorter lease terms for agencies with continuing space needs who are unable to commit to long-term space requirements. These shorter terms allow the client agency to determine their long-term needs, while considering the changes brought on by the COVID-19 pandemic.

To provide more flexibility in term setting, PBS also added a 10-year/5-year firm term option to its online "Automated Advanced Acquisition Platform" (AAP) beginning in FY 2022. This new term will allow LCOs to leverage strategically a longer term, instead of an extension, when considering occupant agency requirements with uncertain future space needs. In addition to the 10-year/5-year

firm term, AAAP maintains a 17-year/15-year firm, 15-year/13-year firm, and 10-year/8-year firm terms where appropriate.

Finally, GSA replaced the Simplified Lease Model tool as part of a corrective action plan for GAO's study entitled "GSA Leasing: Improving Stakeholder Outreach and Lease Model Evaluation Could Enhance Competition (GAO-20-181)." The Office of Leasing convened a task group to determine the underlying factors that caused low adoption of the simplified model and documented the findings. The findings were used to inform the development of the new Simplified Lease Acquisition Threshold (SLAT) model that was unveiled at the beginning of the last performance period. The effort has proven successful. The SLAT model was developed and deployed in one year and, as of the end of the FY 2021 performance period, was being used on 224 lease acquisitions.

Meeting the Operations and Maintenance Needs of Federal Buildings

We appreciate OIG's discussion of PBS's increasing deferred maintenance backlog and related concerns regarding its oversight and management of its operations and maintenance contracts. Unfortunately, for the past decade, funding shortfalls have hindered PBS's ability to make timely and critical investments in Federally owned GSA-controlled facilities that would keep these facilities safer for Federal employees and in a good state of repair. Over this time period, PBS has received appropriations of NOA totaling less than 60% of the funds generated by its operations and collected from occupant agencies for capital investments; these funds are needed to reinvest to keep those federally owned facilities in a good state of repair. Funding shortfalls have and will continue to force PBS, despite consistently considering deferred maintenance in its investment decision-making process, to address liabilities selectively that either are borne from or exacerbated by chronic underfunding by Congress.

PBS has implemented a "Strategic Acquisition for Quality Services" program with the objective of improving the planning, procurement, and administration of facilities management service contracts, including O&M services, by developing a targeted plan for replacement of existing contracts with quality vendors at appropriate costs. This program will enable GSA to maintain consistent and reliable levels of service.

GSA believes that the most effective way to manage our vast real estate portfolio is for Congress to provide GSA with access to all revenues and collections deposited annually into the FBF. Consistent and sustained funding is vital to maintaining the long-term health, safety, and efficiency of these important public assets.

Administering GSA's Capital Construction Program

OIG has identified the use of construction management (CM) services and the administration of Construction Manager as Constructor (CMc) contracts as a management challenge. Construction management is rooted in traditional project management processes and requires a unique body of skills and professional knowledge to perform successfully. PBS considers construction managers an

integral part of project delivery and has established internal controls to minimize the risk associated with this management challenge. These internal controls include:

- CM Statement of Work templates have been created to provide greater detail and clarity on the roles and responsibilities of the CM throughout the design and construction phases.
- A COR Guidebook has been developed to better articulate government responsibilities and will be released to PBS regional teams in November 2021.
- Responsibilities for acquisition professionals, including for CORs, have been clarified and reinforced with the use of certification requirements and tools to enhance consistency.
- Training to ensure compliance with the P120 Cost and Schedule Management Policy, which identifies that inherently governmental work related to cost estimates is performed by a government employee.
- On January 21, 2020, the General Services Acquisition Regulation was amended to include CMc as a formal federal delivery method. Part of GSA's implementation of CMc includes a price evaluation.
- Development of EASi for contract files and data management, which enables GSA to maintain contract files properly.
- The Procurement Management Review (PMR) Division has also conducted a special transactional review of all PBS regions, with a focus on CM. As a result of the PMR and OIG studies, PBS provided training sessions to address critical activities, including inherently governmental functions, relevant policies and processes. This training was delivered to regional COs, CORs, and project managers.

Ensuring Effective Management of Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs)

ESPCs are long-term, high value contracts, and proper administration of these contracts and task orders is important. In response to OIG audit findings, PBS has implemented corrective actions. PBS issued revised guidance, "[Updated Instructional Memorandum Outlining Roles, Responsibilities, Administration and Reporting Requirements for Energy Savings Performance Contracts](#)," on November 13, 2020, to address OIG's audit findings concerning operations and maintenance savings and witnessing, as well as outlining roles and responsibilities for contract administration and annual savings evaluations. PBS continues to monitor contract performance; identify and recover contractual savings shortfalls; and is establishing processes to verify that ESPC contract files include key documentation. Additionally, PBS has created a position within the Office of Facilities Management to improve oversight of ESPCs.

PBS recognizes the importance of working to ensure savings are delivered through internal accounting of ESPCs and is working to do that, where appropriate, as it administers ESPCs going forward. Additionally, PBS is also in the process of strengthening guidance and controls for UESCs in early FY 2022 to help confirm that UESCs are cost effective.

Challenge #5: Implementing GSA's Role Under the Comprehensive Plan for Reorganizing the Executive Branch

Agency Actions Completed or Planned

GSA Systems Cybersecurity is an important GSA and national priority. GSA maintains a formal program for information security management focused on meeting Federal Information Security Modernization Act (FISMA) requirements and protecting GSA IT resources. This program focuses on processes necessary to mitigate new threats and anticipate risks posed by new technologies and follows the National Institute of Standards and Technology's (NIST) cybersecurity framework for making risk-based determinations.

This fiscal year, GSA closed all prior year OIG FISMA audit findings, improved in 10 FISMA metrics with moving up to a Level 5 "Optimized" in the Detect Cybersecurity Domain and Information Security Continuous Monitoring area, and GSA's Cybersecurity Program continued to maintain an overall "Effective" rating under the OIG's current ratings method.

Controlling Access to GSA Systems and Sensitive Information

OIG's reported cybersecurity challenges in this area relate to an increased need for GSA to control access to sensitive information available on its network and maintained in GSA-owned systems. GSA has met that challenge with respect to (1) previously reported OIG threats to GSA personnel, facilities, and automated systems with classified and controlled unclassified information from insider threats; (2) exposures of sensitive information — including personally identifiable information — and inappropriate access in GSA HR systems; and (3) personally identifiable information, including social security numbers and dates of birth, associated with approximately 600,000 active PIV cards and credentials.

GSA has taken numerous actions to correct the issues identified in A190016, Audit of GSA's Insider Threat Program, beginning with creating the Insider Threat Program (ITP) HUB Working Group, which includes members from every GSA Service and Staff Office and Region. Since its inception, the ITP HUB has created a charter to address all insider threat issues at GSA and developed an instructional letter with updates to current policy. A revised GSA Order reflecting these new ITP HUB responsibilities and other updates is also being developed and the annual Insider Threat report was submitted to the GSA Administrator.

GSA has issued, or has under development, policies and procedures addressing insider threat risks from employee separations and terminations. These address issues such as the timely deactivation of IT access and the collection of GSA-issued personal property and GSA access cards. Any anomalies are now reported to ITP. Moreover, there is a process in place to ensure that accounts for users separated from GSA are removed within 30 days of separation. Where the 30 days timeline is missed, it is most often due to human error. The agency is planning to partially or fully automate this process of termination by FY 2022.

GSA has made significant enhancements in the testing and user acceptance process of its human resource system, HR Links, with a key focus on data integrity and security. GSA has increased the level of testing efforts to mitigate any potential exposures of sensitive information. The agency has also codified change management processes to regression test its application environment to ensure no new information exposures have surfaced due to new roles or functional changes. Any new roles or functionality are assessed for user function and validation of need. This has led directly to increased improvement of functional requirement testing, minimization of release defects, and validation of both data and security integrity.

The USAccess program office implemented a remediation plan to ensure vulnerabilities are managed timely and the vendor is held accountable. The program implemented the following actions:

- Updated the Quality Assurance Surveillance Plan to include GSA IT Security policy standards as a service level agreements and remediation timelines for managing vulnerability.
- Initiated a biweekly meeting between the program office and GSA IT information system security manager to discuss system vulnerabilities and remediation progress.
- Initiated vulnerability metrics reporting at the monthly vendor program management meeting.
- Required the vendor to provide a plan to address risks and vulnerabilities that cannot be remediated in 90-days within 14-days of identification of said risks or vulnerabilities, submitting an “acceptance of risk” request.
- Developed an inspection template for monthly surveillance of vulnerability management.

Prioritizing Cyber Supply Chain Risk Management

GSA recognizes that every part of the agency is operating in a world of ever-increasing supply chain risks as it relies more on information and communications technology (ICT), and as adversaries become more sophisticated. To manage supply chain risks, GSA must act as an enterprise to prioritize its investments in the integrity, quality, security, and resilience of its supply chains and of the products and services it procures, delivers, sells, and uses.

To continue to address GSA's cybersecurity and supply chain risks, and as mentioned previously, GSA has asked OIG for assistance. Specifically, GSA has requested that OIG explore auditing contractor compliance with GSA's cybersecurity controls because GSA has identified that contractor compliance with its cybersecurity controls, including FAR policies (especially Section 889 of the John S. McCain National Defense Authorization Act (NDAA) for FY 2019) and GSA IT requirements, is a risk.

On April 13, 2021, the Acting GSA Administrator, at the recommendation of GSA's Supply Chain Risk Management (SCRM) Executive Board, adopted [GSA's Enterprise-Level Cyber-SCRM Strategic Plan](#). The plan adopted three Cyber-SCRM (C-SCRM) strategic objectives, and GSA C-SCRM work in FY 2021 and planned work in FY 2022 largely falls under those objectives.

In support of Strategic Objective 1, **Address GSA's Highest Enterprise-Level Supply Chain Risks**, in FY 2021, GSA updated GSA IT guides ([CIO-IT Security-09-48](#) and [CIO-IT Security-06-30](#)) to align

to [National Institute of Standards and Technology \(NIST\) Special Publication \(SP\) 800-53 Rev. 5](#) and to add GSA-specific organizational ICT SCRM requirements for inclusion in contracts, tailored to the type of contract and business needs. GSA also reviewed GSA's four contractor-managed Federal Information Security Management Act-designated (FISMA-designated) "high impact" and 23 contractor-managed Government-wide FISMA-designated "moderate impact" systems to ensure contract terms enable GSA to enforce revised NIST and GSA IT policies. In FY 2022, GSA plans to update GSA's four "high impact" and 23 Government-wide "moderate impact" system security plans with new SCRM controls, implement those controls, and assess and re-authorize those systems.

In support of Strategic Objective 2, **Further Mature GSA's Acquisition Workforce's Awareness of and Capabilities to Manage Supply Chain Risks**, in FY 2021, GSA created a GSA C-SCRM journey map and communications plan to raise awareness of C-SCRM requirements among GSA's acquisition workforce; partnered with GSA's 18F to create an action-oriented path analysis of C-SCRM focus areas, including the best ways to communicate C-SCRM and provide C-SCRM tools to GSA's acquisition workforce; and established procedures for considering SCRM in GSA contracts, including guidance on [NIST SP 800-171](#) assessments and language from [GSA Acquisition Letter MV-20-10 \(GSAM Case 2021-G512\)](#). Related to this objective, GSA's Federal Acquisition Institute also developed and deployed a new training course, [FAC 093: Introduction to Supply Chain Risk Management](#), for the Federal acquisition workforce.

Numerous activities are planned to support this objective in FY 2022, including:

- Finalizing procedures for reviewing and incorporating requirements into GSA Information Systems ([GSAR Case 2016-G511](#))
- Continuing work under the communications plan to raise awareness of C-SCRM requirements among GSA's acquisition workforce
- Updating C-SCRM site on GSA's Acquisition Portal
- Streamlining GSA's Cyber-Supply Chain Event response and reporting and SCRM Review Board procedures
- Making the Federal Acquisition Institute's new training course, FAC 093: Introduction to Supply Chain Risk Management, a mandatory continuous learning requirement for all of GSA's acquisition workforce
- Exploring contractual language to combat ransomware

The plan's third Strategic Objective is to **Standardize GSA's Key Operational (Tier 2) C-SCRM Plans**. At GSA, the key Tier 2 areas of focus are:

- Detecting counterfeit and compromised ICT products
- Responding to C-SCRM incidents and sharing C-SCRM information
- Adding C-SCRM to cloud services
- Addressing C-SCRM for drones

To support this objective, GSA piloted a software security testing technique for select software products and shared information with GSA OIG regarding contractors that have repeatedly listed Section 889-prohibited equipment for sale on GSA Advantage. GSA also established policies and procedures for coordinating supply chain incident response for GSA IT and GSA-procured systems and for sharing information with the Federal Acquisition Security Council ([GSAM Case 2021-G511](#)); evaluated the results of a vendor risk assessment tool pilot; and extended new strategies to other GSA ICT supply chains, including products, software, systems, and shared services (including cloud offerings). GSA also identified a lead organization to establish necessary C-SCRM controls and flight operation policy for drones used by GSA and issued [GSA Order Office of Administrative Services \(OAS\) 5615.1: GSA Unmanned Aircraft Systems \(UAS\) Policy](#).

In fiscal year 2022, GSA plans to conduct component-level device testing for compromised components or prohibited vendors for five devices (that is, low-level integrity tests to detect counterfeit and compromised ICT products), create a GSA IT knowledge book to assist with intake of GSA Cyber-Supply Chain Event reports, and issue a Senior Procurement Executive memorandum further explaining the GSA acquisition workforce's role in following [GSA Order OAS 5615.1: GSA Unmanned Aircraft Systems \(UAS\) Policy](#).

In addition to the efforts under GSA's Enterprise-Level C-SCRM Strategic Plan, GSA also plans to continue supporting the Administration's cybersecurity and supply chain priorities, including the EOs on [Improving the Nation's Cybersecurity](#) and [America's Supply Chains](#) and any new Federal Acquisition Regulations.

Challenge #6: Managing Agency Cybersecurity Risks

Agency Actions Completed or Planned

GSA provides safe, healthy, and secure workplaces for Federal employees and visitors. In partnership with the Federal Protective Service (FPS) at the Department of Homeland Security (DHS), GSA is working to evaluate and continuously improve GSA programs related to safety and security in Federal workplaces.

GSA Access Cards

GSA's Office of Mission Assurance is actively working with Service and Staff Offices to ensure all COs and CORs are aware of their responsibilities for collecting expired or terminated GSA access cards and accurately updating the status of their assigned contractors in the GSA Credential and Identity Management System. Since OIG released A190085, *GSA's Mismanagement of Contract Employee Access Cards Places GSA Personnel, Federal Property, and Data at Risk*, GSA has significantly strengthened controls over the monitoring and collecting of GSA access cards. GSA has also implemented new procedures to automatically notify COs/CORs when a contractor's GSA access card is made inactive and inform COs/CORs of upcoming contract end dates and the need to collect contractor GSA access cards. COs, after performing due diligence, have the authority to begin retrieving outstanding GSA access cards using the following remedies: contractor Performance Assessments, delay of final payment, recommendation to the Agency Suspension and Debarment

Official for consideration of administrative action, and contract termination. When a GSA access card cannot be recovered, despite GSA's efforts to collect the card, COs/CORs are now required to report the issue to FPS.

GSA's Enforcement of Security Protocols

GSA takes seriously its responsibility, in partnership with DHS, for the safety and security at all GSA-controlled facilities. GSA has instituted stronger controls to ensure ongoing attention is given to the safety and security of the referenced high-risk facility. GSA has implemented several reviews of building security including:

- Partnering with the DHS Cybersecurity & Infrastructure Security Agency (CISA) to conduct all-hazards Infrastructure Survey Tool assessment of the building. The CISA facility-specific assessment is being conducted at the request of GSA.
- Conducting a comprehensive operational, infrastructure, fire and life-safety review with future quarterly inspections planned to identify any issues or concerns related to fire and life-safety.
- Partnering with FPS to institute better internal controls, including random quality assurance checks of contract security officer services and a review of security vulnerabilities related to contract guard performance, the video surveillance system, intrusion detection system, entry screening, and other items that require FPS involvement and oversight.

Additionally, GSA has implemented procedures to confirm that future safety and security protocols are followed at this facility, including developing a Facility Security Plan, updating the building Occupant Emergency Plan, and training employees on security procedures. Lastly, GSA has taken administrative actions, including a management review, to address contractor and employee behavior and institute new management of the building.

Security at GSA Child Care Centers

FPS conducted comprehensive assessments to identify security vulnerabilities at each child care center located in a GSA-controlled facility. GSA is coordinating with each Facility Security Committee (FSC) for approval and funding of outstanding countermeasures. GSA is committed to addressing the proposed countermeasures where it is responsible for decision making and funding, and is working with sponsoring agencies to facilitate action to fund and implement upgrades for which they are responsible. If other agencies or FSCs decline to fund a countermeasure, GSA will consider options to mitigate risk, including implementing the countermeasure, relocating a child care center, or closing a child care center.

GSA requested funding as part of its FY 2022 budget to address child care security vulnerabilities. Additionally, GSA issued a memorandum to all PBS Regional Commissioners and Assistant Commissioners in July 2020 providing decision-making guidance to address facility security assessment countermeasures at GSA-controlled facilities with child care centers. GSA also updated

child care inspection procedures to assess security equipment and review Facility Security Assessments.

Challenge #7: Managing Human Capital Efficiently to Accomplish GSA's Mission

Agency Actions Completed or Planned

The Biden-Harris Administration has issued several EOs to fulfill urgent public policy objectives. GSA is fully committed to advancing these important goals and is taking a leadership role in the fight against the COVID-19 pandemic, strengthening the economy by maximizing purchases of American-made products, addressing the climate crisis by reducing the federal carbon footprint, and advancing equity through our high-impact services to the rest of government and to the American people. GSA will continue to fully support these public policy objectives within a framework including satisfying customers' mission needs, best value optimized acquisitions, business integrity, and fairness and openness. GSA recognizes the challenge and will continue to implement all of the EOs with these perspectives in mind.

EO 13985 – Advancing Racial Equity and Support for Underserved Communities Through the Federal Government

Through the issuance of EO 13985 and related policies, the Biden-Harris Administration seeks to advance its priority of investing in our country and historically underserved communities by creating good jobs, lowering costs that hold back families, and building an economy of the future that works for everyone. GSA plays an important role in implementing this policy priority, especially through:

- FAS's work to advance innovations that help Small Disadvantaged Businesses (SDBs) gain better access and find more success in federal contracting vehicles;
- OGP's work with the Domestic Policy Council (DPC), OMB, and other federal agencies to examine whole-of-government pathways to improve equity in procurement policy and practices;
- The Office of Small Disadvantaged Business Utilization (OSDBU) work on engaging stakeholders and providing training opportunities for SDBs, underserved business communities, and the acquisition workforce to advance equity in procurement.

EO 14005 – Ensuring the Future Is Made in All of America by All of America's Workers

Through issuance of EO 14005 and related policies, the Biden-Harris Administration seeks to advance its priority of ensuring that when the government spends American taxpayers' dollars, it supports American workers and businesses. GSA plays an important role in implementing this policy priority, especially through:

- OGP's role on the Federal Acquisition Regulatory Council to set government-wide policy for acquisitions across the executive branch to ensure compliance with this EO;

- FAS's work with OMB to develop a public website to provide transparency around proposed waivers and waivers granted by agencies regarding Made in America Laws as defined in the EO; and
- FAS's work to ensure that the agency's acquisition vehicles comply with requirements in the EO through both training and enabling compliance through easy-to-use tooling for COs.

EO 14008 – Tackling the Climate Crisis at Home and Abroad

Through the issuance of EO 14008, the Biden-Harris Administration seeks to advance its priority of confronting the climate crisis by increasing resilience to the impacts of climate change and building a clean energy future.

- GSA is ensuring the review of the progress made towards the goals and the development of any necessary guidance needed. GSA has established an enterprise-wide approach for climate actions and fosters collaboration and information sharing in order to execute agency climate deliverables and goals.
- GSA will aggregate the demand for Zero Emission Vehicles (ZEV) and work to achieve favorable pricing and alignment with market availability of makes and models. GSA is also engaging with industry on the latest technologies available for Electric Vehicle Supply Equipment (EVSE) to help streamline the procurement process to help agencies get what they need to meet EVSE requirements to deploy ZEVs.
- GSA is committed to monitoring the long-term performance of building improvements by using both internal measures and industry wide metrics. GSA centrally tracks and manages sustainable buildings at both the national and regional levels.

GSA continues to explore additional avenues for implementing these Biden-Harris Administration policy priorities.

Challenge #8: Safeguarding Federal Facilities and Providing a Secure Work Environment

Agency Actions Completed or Planned

GSA faces significant challenges responding to the ongoing COVID-19 pandemic.

GSA considers the health and safety of occupants in GSA-controlled space as its highest priority. GSA facilities have largely remained open for agencies to conduct mission-critical work, and GSA has adapted its processes and policies to be in alignment with the Centers for Disease Control and Prevention (CDC). Since the first COVID-19 incident in GSA-controlled space was reported on March 9, 2020, GSA has responded to over 18,000 COVID-19 incidents across more than 900 Federally owned and 2,300 leased facilities. GSA follows and implements guidelines issued by the CDC, the Occupational Safety and Health Administration and the Safer Federal Workforce Task Force to mitigate COVID-19 risks for building occupants.

GSA has taken aggressive steps to keep employees who work in GSA-controlled spaces safe. For example, at the onset of the pandemic, GSA updated custodial contracts to clean and disinfect Federal workplaces in accordance with CDC guidelines and has continued to update those contracts as those guidelines have changed over time. GSA also adjusted its heating, ventilation and air conditioning (HVAC) operations to increase ventilation and improve air filtration. The agency has modified more than 4,500 lease agreements to account for more stringent cleaning requirements. GSA has procured supplies, such as hand sanitizer, cleaning and disinfecting solutions, and personal protection equipment, to equip our contractor partners with the required items to best manage and mitigate the spread of COVID-19, and to provide all individuals using and occupying GSA-controlled space with access to a safe and healthy space and work environment. The agency has prioritized daily cleaning and, as necessary, disinfection; provided a notifications process for suspected or confirmed COVID incidences; promoted proper hygiene practices; provided appropriate facility signage; and required physical distancing and the wearing of masks, in accordance with CDC guidance.

Implementing Guidance for GSA Facilities to Return to Work

GSA co-chairs the Safer Federal Workforce Task Force, created by EO 13991 on Protecting the Federal Workforce and Requiring Mask-Wearing (January 20, 2021), with OMB and the Office of Personnel Management. GSA continues to implement the Task Force's guidance for our Federally owned and leased facilities under the agency's jurisdiction, custody, or control. [This guidance](#) includes COVID-19 vaccination requirements for executive branch employees and covered contractor employees, which GSA is in the process of implementing. GSA is working with client agencies to determine what impact the pandemic will have on their long-term space needs.

A crucial aspect of a successful return to the office is engaging the entire organization in the workplace change. GSA developed the [Activity Based Planning publication](#) to assist agencies with their return to the workplace planning efforts, which describes research tools, such as surveys and focus groups, for understanding workforce and workplace factors, as well as workplace engagement processes that Federal agencies can use to achieve meaningful workplace change. As with the [Safer Workplace Strategy Book](#), GSA's workplace engagement approaches and tools are continually updated in response to changing conditions. In the current pandemic environment, it includes a thorough assessment of critical hybrid workforce drivers through the Workplace 2030 project.

Effective Communication and Response for COVID-19 Incidents

GSA follows CDC guidelines and appreciates the work of OIG to evaluate GSA's actions. In response to the OIG audit, GSA took immediate action, including implementing new policies, strengthening internal controls, and providing additional training to employees.

As a result of the audit, GSA:

- Revised the notification process for COVID-19 incidents to articulate occupant agency responsibilities clearly, and made occupant agency points of contact aware of those responsibilities.

- Implemented a new process for reporting, tracking, and closing COVID-19 incidents in GSA-controlled facilities.
- Published inspection checklists for Federally owned and leased facilities, for mandatory use when inspecting cleaning and disinfection after a COVID-19 incident.
- Directed our facility managers to review the custodial contractor's Pandemic Plan and Quality Control Plan to verify those plans meet new contract requirements for cleaning and disinfection. If the plans were not adequate, facility managers were directed to inform the vendor that the plan needed to be revised and work with the vendor until the plans were acceptable. Once those plans were accepted, facility managers were directed to review the Government's Quality Assurance and Surveillance Plan and make any necessary adjustments.
- Published step-by-step incident management procedures for use by facility managers and lease administration managers.

Ventilation and Air Filtration

In response to the pandemic, GSA has adjusted its HVAC operations to increase ventilation and improve air filtration. Air filtration has been evaluated; air filters have been improved to higher MERV ratings to the extent possible without reducing air flow and ventilation; and filter banks have been sealed to prevent air from bypassing the filters. HVAC now runs 2 hours before and 2 hours after occupancy hours, providing additional ventilation. Ventilation has been increased, where possible, and demand-controlled ventilation, which reduces ventilation proportional to the building occupancy, has been turned off, so that the ventilation operates at the maximum level. Additionally, GSA is using a portion of the funds appropriated to the FBF by the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136, 134 Stat. 281,531) to make HVAC enhancements at the facilities where they are most needed.

The CDC filtration requirements of the April 7, 2021, COVID-19 [Employer Information for Office Buildings](#), stated, as follows: "Improve central air filtration:

- Increase air filtration to as high as possible without significantly diminishing design airflow.
- Inspect filter housing and racks to ensure appropriate filter fit and check for ways to minimize filter bypass."

CDC calls for improvements in filtration performance to the extent possible with the existing HVAC systems, not to any specific minimum level of filtration efficiency.

Water Quality

GSA fully recognizes the potential risks from consuming drinking water from infrequently used plumbing systems or in buildings experiencing long periods of low or no occupancy. After consulting with drinking water experts at the U.S. Environmental Protection Agency (EPA), GSA issued drinking

water guidance that addresses the issues recognized by CDC. The guidance for Federally owned facilities, issued in May 2020 and updated in October 2020, requires weekly flushing of all drinking water plumbing systems. Testing for hot water temperature and chlorine treatment levels are conducted to verify that the flushing is maintaining fresh water throughout the buildings. The required flushing and testing protocol will continue until agencies re-enter the buildings and water usage returns to pre-pandemic levels. Flushing and testing will be slowly tapered for instances where building re-entry is gradual.

GSA also sent advisory communication to lessors advising them to follow CDC and EPA guidance for maintaining fresh water in their leased buildings during low occupancy at the same time the guidance for Federally owned facilities was issued.

THIS PAGE INTENTIONALLY LEFT BLANK



March 2022

GAO-IG Act Reporting

Annual Report

Table of Contents

Report Overview.....	1
Section 1: GAO Recommendation Status and Timelines.....	2
Section 2: OIG Recommendation Status and Timelines.....	11
Section 3: GSA-OIG 2021 Semiannual Performance Audit Reconciliation.....	29
Appendix 1: Acronyms.....	31

Report Overview

The Good Accounting Obligation in Government Act (GAO-IG Act), P.L. 115-41, 132 Stat. 5430, requires that each agency's annual budget submission include a report on the status of public recommendations by the Government Accountability Office (GAO) and the agency's Office of Inspector General (OIG). This report is to include a listing of GAO and OIG recommendations open for at least one year from the date of the annual budget submission that meet the statutory criteria. The GAO-IG Act also requires agencies to provide:

1. Timelines and explanations regarding implementation of each public recommendation that meets the statutory criteria.
2. Explanations and reconciliation of any discrepancies with the agency's Inspector General semiannual report and any GAO public reporting for recommendations designated as "open" or "closed, unimplemented."

This report contains the following sections, followed by an appendix.

1. GAO Recommendation status and timelines
2. GSA-OIG Recommendation status and timelines
3. GSA-OIG Audit Reconciliation status and timelines

GAO Recommendation Status and Timelines

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-3	TECHNOLOGY MODERNIZATION FUND: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance.	12/12/2019	Office of the Deputy Administrator, Office of the Chief Financial Officer	003	The Administrator of General Services should develop and implement a plan with OMB that outlines the actions needed to fully recover the TMF Program Management Office's operating expenses with administrative fee collection in a timely manner. There are five recommendations and 003 is issued to GSA.	GAO is monitoring GSA's progress for closure
GAO-20-3	TECHNOLOGY MODERNIZATION FUND: OMB and GSA Need to Improve Fee Collection and Clarify Cost Estimating Guidance.	12/12/2019	Office of the Deputy Administrator, Office of the Chief Financial Officer	005	The Administrator of General Services should develop detailed guidance for completing the Technology Modernization Fund project cost estimate template, including information on the data elements and the fields required to be completed, in order to help ensure the accuracy and completeness of the provided information. There are five recommendations and 005 is issued to GSA.	GSA submitted documents to GAO for closure
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	09/19/2014	Office of the Commissioner, Public Buildings Service	002	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, after revising the DHS headquarters consolidation plans, the Secretary of Homeland Security and the Administrator of the General Services Administration should work jointly to develop revised cost and schedule estimates for the remaining portions of the consolidation project that conform to GSA guidance and leading practices for cost and schedule estimation, including an independent evaluation of the estimates.	08/31/2022 Implementing ¹

¹ Implementation action is currently in progress

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-14-648	Federal Real Property: GSA and DHS Need to Strengthen the Management of DHS Headquarters Consolidation	09/19/2014	Office of the Commissioner, Public Buildings Service	001	In order to improve transparency and allow for more informed decision making by congressional leaders and DHS and GSA decision-makers, before requesting additional funding for the DHS headquarters consolidation project, the Secretary of Homeland Security and the Administrator of the General Services Administration should work jointly to conduct the following assessments and use the results to inform updated DHS headquarters consolidation plans:(1) a comprehensive needs assessment and gap analysis of current and needed capabilities that take into consideration changing conditions, and (2) an alternatives analysis that identifies the costs and benefits of leasing and construction alternatives for the remainder of the project and prioritizes options to account for funding instability.	08/31/2022 Implementing
GAO-19-534	BORDER INFRASTRUCTURE: Actions Needed to Improve Information on Facilities and Capital Planning at Land Border Crossings	07/11/2019	Office of the Commissioner, Public Buildings Service	003	The GSA Administrator should share Building Assessment Tool reports with CBP and use facility condition information in CBP's Facility Condition Assessments to inform its assessments through the Building Assessment Tool.	GAO is evaluating documents for closure
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	006	The Administrator of the General Service Administration should develop guidance requiring that cloud service authorization letters be provided to the FedRAMP program management office.	GAO is evaluating documents for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	003	The Administrator of the General Services Administration should direct the Acting Director of FedRAMP to improve the program's continuous monitoring process by allowing more automated capabilities, including for agencies to review documentation.	GAO is evaluating documents for closure
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	005	The Administrator of the General Services Administration should update the security assessment report for the selected system to identify the summarized results of control effectiveness tests.	GAO is evaluating documents for closure
GAO-20-126 (formerly GAO-19-383)	CLOUD COMPUTING SECURITY: Agencies Increased Use of Federal Authorization Program, but Improved Oversight and Implementation Needed.	12/12/2019	Office of the Commissioner, Federal Acquisition Service	006	The Administrator of the General Services Administration should update the list of corrective actions for selected systems to identify the responsible office and estimated funding required and anticipated source of funding.	GAO is evaluating documents for closure
GAO-20-181	GSA LEASING: Improving Stakeholder Outreach and Lease Model Evaluation	01/17/2020	Office of the Commissioner, Public Buildings Service	002	The Administrator of General Services Administration should, for future outreach efforts, document and assess lessors' feedback about the leasing process.	GAO is evaluating GSA's documents and progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Could Enhance Competition.					
GAO-20-181	GSA LEASING: Improving Stakeholder Outreach and Lease Model Evaluation Could Enhance Competition.	01/17/2020	Office of the Commissioner, Public Buildings Service	001	The Administrator of the General Services Administration should expand its outreach as appropriate to obtain feedback from lessors that are representative of its entire lease portfolio.	GAO is evaluating GSA's documents and progress for closure
GAO-20-228	FEDERAL PROPERTY: GSA Guidance Needed to Help Agencies Identify Unneeded Property in Warehouses.	01/22/2020	Office of Government-wide Policy	001	The Administrator of GSA should direct the Office of Government-wide Policy (1) to incorporate into its guidance approaches or practices agencies could use to assess utilization of and the ongoing need for property--approaches such as recommendations for periodic justifications, data analytics, and utilization reviews--and (2) to develop a plan and timelines for communicating the guidance to agencies government wide.	GAO is monitoring GSA's progress for closure
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	005	The Administrator of GSA should allow agencies to provide summary data for secure installations.	GAO is monitoring GSA's progress for closure
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	001	The Administrator of GSA should coordinate with agencies to ensure that street address information in the public database is complete and correctly formatted.	GAO is monitoring GSA's progress for closure
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy,	02/06/2020	Office of Government-wide Policy	002	The Administrator of GSA should coordinate with agencies to review Validation & Verification (V&V) anomaly categories to better target incorrect data.	GAO is monitoring GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Completeness, and Usefulness of Public Data.					
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	004	The Administrator of GSA should instruct each agency to apply a consistent, risk-based approach in determining which, if any, assets or asset-specific information should be withheld from public release.	GAO is monitoring GSA's progress for closure
GAO-20-135	FEDERAL REAL PROPERTY: GSA Should Improve Accuracy, Completeness, and Usefulness of Public Data.	02/06/2020	Office of Government-wide Policy	003	The Administrator of GSA should work in consultation with agencies to determine which, if any, data should be withheld from public release.	GAO is monitoring GSA's progress for closure
GAO-20-132	VA ACQUISITION MANAGEMENT: Steps Needed to Ensure Healthcare Federal Supply Schedules Remain Useful.	02/06/2020	Office of the Commissioner, Federal Acquisition Service	008	The Administrator of GSA should take steps to document its delegation of authority for the healthcare-related Federal Supply Schedules to VA.	GSA submitted documents to GAO for closure
GAO-20-132	VA ACQUISITION MANAGEMENT: Steps Needed to Ensure Healthcare Federal Supply Schedules Remain Useful.	02/06/2020	Office of the Commissioner, Federal Acquisition Service	006	The Administrator of GSA should work with the Secretary of VA to develop a memorandum of understanding outlining the roles and responsibilities of GSA and National Acquisition Center for collaborating under GSA's delegation of authority to VA for the healthcare-related Federal Supply Schedules, including the processes through which the two organizations will coordinate and share useful tools and practices.	GSA submitted documents to GAO for closure
GAO-20-361	FEDERAL LEASING: Quality Information and	03/31/2020	Office of the Commissioner, Public	001	The Administrator of GSA should assess and address the reliability of the information used to	GAO is monitoring GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Metrics Would Allow GSA to Better Assess the Value of Its Broker Program.		Buildings Service		calculate reported cost savings for the broker program.	
GAO-20-361	FEDERAL LEASING: Quality Information and Metrics Would Allow GSA to Better Assess the Value of Its Broker Program.	03/31/2020	Office of the Commissioner, Public Buildings Service	002	The Administrator of GSA should develop outcome-based metrics to evaluate the effectiveness of using brokers to supplement the GSA's leasing workforce.	GAO is monitoring GSA's progress for closure
GAO-20-575	FEDERAL ADVISORY COMMITTEES: Actions Needed to Enhance Decision-Making Transparency and Cost Data Accuracy.	09/10/2020	Office of Government-wide Policy	008	The Administrator of GSA should require agencies to develop and implement written policies or procedures to identify, calculate, and fully document FACA committee costs, and ensure agency staff enter accurate and complete cost data into the FACA database.	GSA submitted documents to GAO for closure
GAO-20-689	FEDERAL PROPERTY: Formal Policies Could Enhance FDA's Property Management Efforts.	09/23/2020	Office of the Administrator, Office of the Commissioner, Public Buildings Service Office of the Regional Commissioner	004	GAO recommends that the Administrator of GSA should take steps to ensure that the condition of all White Oak facilities that FDA occupies are assessed, including limited access areas and tenant improvements that are above the standard services and facilities that GSA provides.	GSA submitted documents to GAO for closure
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks.	10/27/2020	Office of Government-wide Policy	100	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GSA submitted documents to GAO for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks.	10/27/2020	Office of Government-wide Policy	102	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GSA submitted documents to GAO for closure
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks.	10/27/2020	Office of Government-wide Policy	103	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GSA submitted documents to GAO for closure
GAO-21-171	Information and Communications Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks.	10/27/2020	Office of Government-wide Policy	105	Due to the sensitive nature of this information, the GAO report anonymized the names of agencies in relation to the recommendations. GSA has implemented or is implementing the outstanding GAO recommendations.	GSA submitted documents to GAO for closure
GAO-21-501	COVID-19 CONTRACTING: Actions Needed to Enhance Transparency and Oversight of Selected Awards.	07/26/2021	Office of the Commissioner, Federal Acquisition Service	009	GAO recommends that the Administrator of General Services Administration - in coordination with the change control board governing the Integrated Award Environment - should consider prioritizing the development and implementation of a systematic approach to track the consortium members performing for each other transaction agreement awarded through a consortium or consortium management firm.	GAO is monitoring GSA's progress for closure
GAO-21-501	COVID-19 CONTRACTING: Actions Needed to Enhance Transparency and	07/26/2021	Office of the Commissioner, Federal Acquisition Service	004	GAO recommends the Administrator of General Services Administration - in coordination with the change control board governing the Integrated Award Environment - should consider prioritizing the development and implementation of a systematic approach to consistently and accurately track other	GAO is monitoring GSA's progress for closure

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Oversight of Selected Awards.				transaction agreements (OTA) used for national interest events and the associated dollars obligated.	
GAO-21-215	CAPITAL FUND PROPOSAL: Upfront Funding Could Benefit Some Projects, But Other Potential Effects Not Clearly Identified.	09/10/2021	Office of the Administrator, Office of the Commissioner, Public Buildings Service	001	GAO recommends that the Administrator of GSA identify the potential effects of the proposed Capital Fund on the Buildings Fund--including when such effects might occur and their potential scope and consequences--and communicate the analysis to OMB and Congress.	04/29/2022 Implementing
GAO-21-103181	FEDERAL RULEMAKING: Selected Agencies Should Fully Describe Public Comment Data and Their Limitations.	09/23/2021	Office of Government-wide Policy	010	GAO recommends that the Administrator of GSA should coordinate with participating agencies to ensure that full descriptions of available public comment data, to include any limitations, are available to external users of the Regulations.gov application programming interface (API).	03/31/2022 Implementing
GAO-21-104572	GSA ONLINE MARKETPLACES: Plans to Measure Progress and Monitor Data Protection Efforts Need Further Development.	09/28/2021	Office of the Commissioner, Federal Acquisition Service	001	GAO recommends that the Administrator of GSA should ensure the Federal Acquisition Service establish, before the proof of concept ends, a comprehensive plan for how GSA will measure implementation outcomes and progress of the commercial platforms program including, but not limited to, key details such as goals or targets for each metric, time frames to achieve them, and any planned analyses.	04/30/2022 Implementing
GAO-21-104572	GSA ONLINE MARKETPLACES: Plans to Measure Progress and Monitor Data Protection Efforts Need Further Development.	09/28/2021	Office of the Commissioner, Federal Acquisition Service	002	GAO recommends that the Administrator of GSA should ensure the Federal Acquisition Service further develop its monitoring plan to include specific actions GSA will take to monitor each data protection requirement including, for example, regular, ongoing reviews of platform provider data compliance policies.	05/31/2022 Implementing
GAO-22-104492	INFORMATION TECHNOLOGY: Digital Service	12/10/2021	Office of the Commissioner, Federal	001	GAO recommends that the Administrator of General Services should direct the Executive Director of 18F to work with the Administrator of USDS to establish	12/31/2022 Implementing

GAO Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Programs Need to Consistently Coordinate on Developing Guidance for Agencies.		Acquisition Service Technology Transformation Service		and document an approach to coordinate on the IT guidance they provide to agencies.	
GAO-22-104574	OPEN DATA: Additional Action Required for Full Public Access.	12/16/2021	Federal Acquisition Service, Technology Transformation Service	001	GAO recommends that the Administrator of GSA should develop and implement procedures for determining user needs and conducting usability testing, to ensure Data.gov addresses user needs, consistent with OMB guidance in M-17-06.	09/30/2022 Implementing
GAO-22-104639	FEDERAL REAL PROPERTY: GSA Should Fully Assess Its Prospectus Process and Communicate Results with Its Authorizing Committees.	1/21/2022	Office of the Commissioner, Public Buildings Service	001	GAO recommends that the Commissioner of the Public Buildings Service should fully assess the prospectus process for leases and capital projects—including identifying, analyzing, and responding to risks associated with the process that may limit GSA's ability to manage its assets portfolio—and should implement potential improvements to the process identified through the assessment. As part of this assessment, the Commissioner should solicit input from GSA's authorizing committees about challenges and risks posed by the prospectus process.	12/31/2022 Implementing
GAO-22-104639	FEDERAL REAL PROPERTY: GSA Should Fully Assess Its Prospectus Process and Communicate Results with Its Authorizing Committees.	1/21/2022	Office of the Commissioner, Public Buildings Service	002	GAO recommends that the Administrator of the General Services Administration should communicate to the agency's authorizing committees the results of GSA's assessment, including any proposed changes to the process that may require legislative action to implement.	12/31/2022 Implementing

GSA-OIG Recommendation Status and Timelines

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A180073P2R19006	GSA's Northeast and Caribbean Region Lacks Policies and Procedures for Emergencies and Evacuations in Puerto Rico.	06/19/2019	Office of the Regional Commissioner, Office of Mission Assurance	002	The Regional Commissioner for the Public Buildings Service in the Northeast and Caribbean Region, recoup \$9,062 for hotel overcharges and billing errors.	In Collection
A170121Q6P20006	The Federal Acquisition Service's Reporting of Small Business Procurements Contained Significant Inaccuracies	09/14/2020	Office of the Commissioner, Federal Acquisition Service	001	OIG recommends that the FAS Commissioner address the FPDS-NG limitations to ensure that contracting officers can accurately identify, and the data will accurately reflect, small business procurements.	9/30/2022 Implementing
A190016ITF21002	Audit of GSA's Insider Threat Program	02/17/2021	Office of the Deputy Administrator, Office of Mission Assurance	001A	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by re-establishing consistent group collaboration with OHRM, Office of GSA IT, OCFO, OMA, and other relevant offices to consult on broader, non-case-specific, insider-threat-related issues.	4/29/2022 Implementing
A190016ITF21002	Audit of GSA's Insider Threat Program	02/17/2021	Office of the Deputy Administrator, Office of Mission Assurance	001C	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance cross-organizational communication and collaboration with the ITP by establishing a	4/29/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					method for the ITP to proactively and consistently receive insider threat information from OHRM, Office of GSA IT, OCFO, OMA, and other relevant offices.	
A190016ITF21002	Audit of GSA's Insider Threat Program	02/17/2021	Office of the Deputy Administrator, Office of Mission Assurance	002A	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by establishing procedures that ensure the ITP is informed and aware of insider threat risks posed by separated and terminated employees. Among other things, the ITP must be notified when GSA employees' and contractors' IT accounts have not been deactivated within 24 hours of their last day of employment and their PIV cards have not been recovered and destroyed in accordance with Federal Information Processing Standards Publication 201-2.	4/29/2022 Implementing
A190016ITF21002	Audit of GSA's Insider Threat Program	02/17/2021	Office of the Deputy Administrator, Office of Mission Assurance	002B	OIG recommends the GSA Deputy Administrator and the ITP Senior Designated Official establish effective controls to enhance oversight of the employee separation and termination processes by enhancing procedures to monitor separated and terminated employees' IT account activity prior to and after	4/29/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					the last day of employment. Consult with the Office of General Counsel as needed.	
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	02/25/2021	Office of Administrative Services	002	OIG recommends that the Chief Administrative Services Officer should evaluate the Executive Driver Program current usage against commercially available transportation sources and rates to balance needs and achieve cost savings beneficial to the Government.	04/29/2022 Implementing
JE21-001	OIG EVALUATION REPORT: GSA's National Capital Region Internal Fleet is Underutilized	02/25/2021	Office of Administrative Services	003	OIG recommends that the Chief Administrative Services Officer should create procedures to identify GSA employees who are authorized to operate vehicles and ensure compliance with federal requirements for authorized operators, including the OAS employee serving as an Executive Driver Program driver.	04/29/2022 Implementing
A201009Q3P21001	FAS's Packaged Office Furniture Program Limits Opportunities for Better Prices and Taxpayer Savings	03/30/2021	Office of the Commissioner, Federal Acquisition Service	001	OIG recommends that the FAS Commissioner ensure that contracts awarded to resellers under the Packaged Office Furniture program meet federal regulations and FAS policy by developing and implementing a plan to remove current solicitation language that does not require contractors to submit a CSP disclosure under SIN 33721P, Packaged Office Furniture.	03/31/2022 Implementing
A201009Q3P21001	FAS's Packaged Office Furniture Program	03/30/2021	Office of the Commissioner,	002A	OIG recommends that the FAS Commissioner ensure that	03/31/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Limits Opportunities for Better Prices and Taxpayer Savings		Federal Acquisition Service		contracts awarded to resellers under the Packaged Office Furniture program meet federal regulations and FAS policy by developing and implementing controls to ensure compliance with Federal Acquisition Regulation 15.4, Contract Pricing; GSA Acquisition Regulation 538.270, Evaluation of Federal Supply Schedule (FSS) offers; and FAS Policy and Procedure 2018-03, Proper Documentation of Price Analysis Decisions - Federal Supply Schedule (FSS)...	
A201009Q3P21001	FAS's Packaged Office Furniture Program Limits Opportunities for Better Prices and Taxpayer Savings	03/30/2021	Office of the Commissioner, Federal Acquisition Service	002B	OIG recommends that the FAS Commissioner ensure that contracts awarded to resellers under the Packaged Office Furniture program meet federal regulations and FAS policy by developing and implementing controls to ensure compliance with Federal Acquisition Regulation 15.4, Contract Pricing; GSA Acquisition Regulation 538.270, Evaluation of Federal Supply Schedule (FSS) offers; and FAS Policy and Procedure 2018-03, Proper Documentation of Price Analysis Decisions - Federal Supply Schedule (FSS)...	03/31/2022 Implementing
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the	05/17/2021	R11 Office of the Regional Commissioner	003B	OIG recommends that the PBS Regional Commissioner for the National Capital Region take appropriate action to address the	4/29/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Building Services Contracts at the FDA's White Oak Campus				issues associated with oversight of the O&M building services contract. At a minimum, PBS NCR should conduct an assessment to: (1) identify staff required to be present during the afterhours shift, (2) enforce the statement of work, and (3) monitor staffing of the afterhours shift.	
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	003C	OIG recommends that the PBS Regional Commissioner for the National Capital Region take appropriate action to address the issues associated with oversight of the O&M building services contract. At a minimum, PBS NCR should perform a comprehensive review of the after-hours staffing from August 2015 to the present; determine the total amount of overpayment for shifts that were understaffed and inadequately staffed; recover the overpayment from Honeywell; and return any overpayment to FDA.	4/29/2022 Implementing
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	005A	OIG recommends that the PBS Regional Commissioner for the National Capital Region take appropriate action to address building security vulnerability concerns. At a minimum, PBS NCR should conduct a risk assessment of the security	3/31/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					vulnerabilities at the White Oak campus.	
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	006A	OIG recommends that the PBS Regional Commissioner for the National Capital Region improve the oversight of the fire services contract and preventative maintenance of backflow preventers by providing training to the PBS NCR building managers, CORs, and the contracting officer to ensure adherence to contract provisions. Communicate these requirements throughout the organization.	5/31/2022 Implementing
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	006B	OIG recommends that the PBS Regional Commissioner for the National Capital Region improve the oversight of the fire services contract and preventative maintenance of backflow preventers by establishing procedures to ensure compliance with National Fire Protection Association standards.	3/31/2022 Implementing
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	011A	OIG recommends that the PBS Regional Commissioner for the National Capital Region address the improper destruction of contract file documentation identified in Finding 7 by conducting a review to identify all missing contract file documentation and replace, at a minimum, contract file documents	3/31/2022 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					necessary for providing oversight of contract performance.	
A190021P5R21003	PBS's National Capital Region is Failing to Adequately Manage and Oversee the Building Services Contracts at the FDA's White Oak Campus	05/17/2021	R11 Office of the Regional Commissioner	012	OIG recommends that the PBS Regional Commissioner for the National Capital Region perform a comprehensive assessment to identify contractors that can meet the clinical cleaning requirements needed at the child care center and expedite action to hire a new contractor that is able to handle the requirements of the contract.	4/29/2022 Implementing
JE21-002	OIG EVALUATION REPORT: Evaluation of the General Services Administration's Use of an Ad Hoc Appraisal Process for an Executive.	09/14/2021	Office of General Counsel	001	OIG recommends that the Administrator should take appropriate action to remedy the harm caused the executive by a tainted performance review process that resulted in an unsatisfactory rating and in her removal from the Associate Administrator position, as well as the loss of any opportunity for a FY 2017 performance period pay increase or bonus.	Determining ²
JE21-002	OIG EVALUATION REPORT: Evaluation of the General Services Administration's Use of an Ad Hoc Appraisal Process for an Executive.	09/14/2021	Office of General Counsel	002	OIG recommends that the GSA General Counsel and Chief Human Capital Officer should review current processes and procedures to ensure sufficient oversight of employee misconduct and disciplinary reviews, including timely referral to the OIG.	Determining
A201011PRR21006	Audit of PBS Lease Administration.	09/21/2021	Office of the Commissioner,	001A	OIG recommends that the PBS Commissioner provide effective	8/31/22 Implementing

² Developed action plan awaiting auditor's approval

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
			Public Buildings Service		oversight over lease administration managers (LAM). In particular, ensure lease contracting officers issue LAMs the contracting officer's representative delegation of authority letters when assigned to a new lease.	
A201011PRR21006	Audit of PBS Lease Administration.	09/21/2021	Office of the Commissioner, Public Buildings Service	001B	OIG recommends that the PBS Commissioner provide effective oversight over lease administration managers (LAM). In particular, require LAMs' supervisors to verify that deficiencies identified in the tenant satisfaction survey are fully addressed in the action plans.	8/31/22 Implementing
A201011PRR21006	Audit of PBS Lease Administration.	09/21/2021	Office of the Commissioner, Public Buildings Service	002A	OIG recommends that the PBS Commissioner review, update, and provide adequate LAM training. In particular, update the Lease Management Desk Guide chapter on training to require annual training for LAMs in inspections and lease management.	4/29/22 Implementing
A201011PRR21006	Audit of PBS Lease Administration.	09/21/2021	Office of the Commissioner, Public Buildings Service	002B	OIG recommends that the PBS Commissioner review, update, and provide adequate LAM training. In particular, ensure training addresses the importance of obtaining and maintaining required documentation for proper lease administration, including, but not limited to: (1) price reasonableness determination documents for post-occupancy alterations projects and (2) deficiency and close-out letters	10/31/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					after the annual inspection and cure process.	
A201011PRR21006	Audit of PBS Lease Administration.	09/21/2021	Office of the Commissioner, Public Buildings Service	003B	OIG recommends that the PBS Commissioner enhance efforts to ensure an effective and efficient LAM workforce. At a minimum, these efforts should include addressing recruitment and retention for the LAM workforce.	7/29/22 Implementing
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	001A	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should strengthen the USAccess contractual requirements to ensure timely remediation of USAccess IT security vulnerabilities by consulting with GSA's OCISO to identify and address possible disincentives for untimely contractor performance.	4/29/22 Implementing
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	001B	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should develop performance standards that comply with IT security requirements.	4/29/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	002A	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should increase contractor accountability and ensure quality performance by revising the USAccess quality assurance surveillance plan (QASP) to better reflect key aspects of contractor performance, including but not limited to timely security vulnerability remediation.	5/31/22 Implementing
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	002B	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should increase contractor accountability and ensure quality performance by exercising existing QASP provisions as appropriate to ensure quality contractor performance.	3/31/22 Implementing
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	003A	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should ensure USAccess security requirements	4/29/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					are appropriately and properly implemented by making risk-level determinations for USAccess contractor employees on a position-by-position basis.	
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	003B	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should ensure USAccess security requirements are appropriately and properly implemented by clearly, comprehensively, and accurately delineating all personnel security and other security-related contractual requirements, as well as the roles and responsibilities for implementing those requirements.	4/29/22 Implementing
A190067QTP21003	FAS's Inadequate Oversight of Contractual and Security Requirements Places the USAccess Program at Risk	09/24/2021	Office of the Commissioner, Federal Acquisition Service	003C	OIG recommends the FAS Commissioner improve USAccess contract oversight to ensure rigorous and accurate contract development and administration. Specifically, the FAS Commissioner should ensure USAccess security requirements are appropriately and properly implemented by establishing controls that ensure GSA personnel are cognizant of security-related roles, responsibilities, and requirements	4/29/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					as prescribed by GSA policy and guidance.	
A201046P2R21007	PBS's Northeast and Caribbean Region is Not Effectively Overseeing its Operations and Maintenance Contracts.	09/24/2021	R2 Office of the Regional Commissioner	001	OIG recommends the PBS Region 2 Commissioner take appropriate action to ensure that PBS contracting officials are performing and documenting contract oversight activities, such as monthly Quality Assurance Surveillance Plan inspections that the contractor signs.	3/31/22 Implementing
A201046P2R21007	PBS's Northeast and Caribbean Region is Not Effectively Overseeing its Operations and Maintenance Contracts.	09/24/2021	R2 Office of the Regional Commissioner	003	OIG recommends the PBS Region 2 Commissioner take appropriate action to ensure that O&M contractors submit the contractually required preventative maintenance schedules and logs.	3/31/22 Implementing
A201046P2R21007	PBS's Northeast and Caribbean Region is Not Effectively Overseeing its Operations and Maintenance Contracts.	09/24/2021	R2 Office of the Regional Commissioner	004	OIG recommends the PBS Region 2 Commissioner take appropriate action to ensure that PBS contracting officials hold O&M contractors accountable for insufficient services and remediating identified deficiencies by taking appropriate measures, including, but not limited to, withholding payment when the contractor does not provide required services.	3/31/22 Implementing
A201046P2R21007	PBS's Northeast and Caribbean Region is Not Effectively Overseeing its Operations and	09/24/2021	R2 Office of the Regional Commissioner	005	OIG recommends the PBS Region 2 Commissioner take appropriate action to ensure that COR coverage is sufficient to administer all regional O&M contracts properly.	3/31/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Maintenance Contracts.					
A190066P2R21009	Audit of the Public Buildings Service's Effectiveness in Managing Deferred Maintenance.	09/30/2021	Office of the Commissioner, Public Buildings Service	001	OIG recommends that the PBS Commissioner develop a comprehensive plan to ensure that PBS establishes a national policy and training program that provides personnel with guidance on how to conduct building surveys, accurately enter results into the Building Assessment Tool (BAT) system, and account for interim remediation of building liabilities.	4/29/22 Implementing
A190066P2R21009	Audit of the Public Buildings Service's Effectiveness in Managing Deferred Maintenance.	09/30/2021	Office of the Commissioner, Public Buildings Service	002	OIG recommends that the PBS Commissioner develop a comprehensive plan to ensure that PBS updates the Building Assessment Tool (BAT) pricing module to generate estimates more closely aligned to external and regional cost estimates.	9/30/22 Implementing
A190066P2R21009	Audit of the Public Buildings Service's Effectiveness in Managing Deferred Maintenance.	09/30/2021	Office of the Commissioner, Public Buildings Service	003	OIG recommends that the PBS Commissioner develop a comprehensive plan to ensure that PBS corrects the duplicate entries identified above and reviews its deferred maintenance reports to identify and correct any additional errors.	8/31/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	001	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region identify methods, if any, to mitigate overpaying for energy at the Carson City Federal Building.	6/30/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	002	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region determine the most cost-effective approach for removing the U.S. Geological Survey Menlo Park Campus from the Federal Aggregated Solar Procurement Pilot (FASPP) during the disposition process of the campus.	6/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	003	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region ensure PBS select future sites for renewable energy projects with solar energy rates that are less than local utility rates and that can achieve the expected savings for the life of the project.	6/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	004	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region address the lack of fall protection at the U.S. Geological Survey Menlo Park Campus described in our alert memorandum and install ramps over conduit at the Robert F. Peckham Federal Building.	11/30/21 Implemented
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	005	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region implement controls to ensure the solar energy contractor complies with contract requirements for minimum solar energy production and remediation for insufficient power production.	6/30/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	006	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region recover the \$8,866 due from NextEra for not meeting the minimum energy production requirements for the U.S. Geological Survey Menlo Park Campus and Leo J. Ryan Federal Records Center during the second performance year.	4/29/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	007	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region recover the \$119,260 due from Tesla for its noncompliance with the Buy American Act and Trade Agreements Act.	9/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	008	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region implement controls to ensure compliance with the Buy American Act and Trade Agreements Act requirements for all FASPP projects going forward.	6/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	009	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region collaborate with the U.S. Department of Energy to perform a feasibility study for installing a solar battery storage system at the Robert F. Peckham Federal Building, and install the system, if appropriate.	6/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and	09/30/2021	R9 Office of the Regional Commissioner	010	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region coordinate with	9/30/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
	Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.				PBS's Office of Facilities Management, Energy Division, to evaluate and implement the most economical and appropriate use of the solar renewable energy certificates, including considering granting ownership to the solar energy contractor in exchange for lower electricity rates.	
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	011	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region ensure the solar energy contractor consistently maintains and washes the solar panels and repairs the bent racking system at the Robert F. Federal Peckham Building.	9/30/22 Implementing
A201020P9R21008	Opportunities for PBS to Improve Management and Oversight of Its Federal Aggregated Solar Procurement Pilot Contracts.	09/30/2021	R9 Office of the Regional Commissioner	012	OIG recommends that the PBS Regional Commissioner for the Pacific Rim Region ensure that the provisions of the contract are adhered to and deliverables met, especially in the area of maintenance by the solar energy contractor.	9/30/21 Implemented
JE21-003	Unrestricted Summary: Facility Inspection of a High-Risk GSA Building	09/30/2021	R11 Office of the Regional Commissioner	001A	The report requires safeguarding and dissemination controls and is not available to the public.	9/30/22 Implementing
A190106MTF22002	Audit of the Federal Acquisition (FAI) Institute's Interagency Agreements for Workforce Training Systems	11/19/2021	Office of Government-wide Policy	001	OIG recommends that the Associate Administrator of the GSA Office of Government-wide Policy and the FAI Director distribute this audit report to FAI's oversight bodies that provide	4/15/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					strategic direction and accountability over FAI.	
A190106MTF22002	Audit of the Federal Acquisition Institute's Interagency Agreements for Workforce Training Systems	11/19/2021	Office of Government-wide Policy	002	OIG recommends that the Associate Administrator of the GSA Office of Government-wide Policy and the FAI Director ensure that future system decisions are informed by complete and accurate information. If analysis of alternatives are used as part of these decisions, FAI should adopt the U.S. Government Accountability Office's Best Practices for the Analysis of Alternatives Process.	9/30/22 Implementing
A190106MTF22002	Audit of the Federal Acquisition Institute's Interagency Agreements for Workforce Training Systems	11/19/2021	Office of Government-wide Policy	003	OIG recommends that the Associate Administrator of the GSA Office of Government-wide Policy and the FAI Director comply with all applicable requirements under the Economy Act and cite the act as the statutory authority to enter into interagency agreements. Also, revise the current interagency agreement with the Defense Acquisition University to cite the Economy Act.	8/30/22 Implementing
A190106MTF22002	Audit of the Federal Acquisition Institute's Interagency Agreements for Workforce Training Systems	11/19/2021	Office of Government-wide Policy	004	OIG recommends that the Associate Administrator of the GSA Office of Government-wide Policy and the FAI Director revise FAI's operations manual to align with the GSA Delegations of Authority Manual and to establish a process to document the	9/30/22 Implementing

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Implementation Status
					required GSA reviews of interagency agreements.	
A190106MTF22002	Audit of the Federal Acquisition Institute's Interagency Agreements for Workforce Training Systems	11/19/2021	Office of Government-wide Policy	005	OIG recommends that the Associate Administrator of the GSA Office of Government-wide Policy and the FAI Director improve management oversight of FAI staff's compliance with FAI's operations manual. Specifically, ensure that FAI staff maintain complete records and obtain required GSA reviews of interagency agreements.	9/30/22 Implementing

Reconciliation of Discrepancies

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Reconciliation Note
A150009P4R17006	PBS National Capital Region's \$1.2 Billion Energy Savings Performance Contract for White Oak was Not Awarded or Modified In Accordance with Regulations and Policy	8/24/2017	Office of the PBS Regional Commissioner (National Capital Region)	001	Take immediate action to expedite the procurement of a new O&M contract that adheres to competition requirements specified in the Competition in Contracting Act of 1984 and the Federal Acquisition Regulations.	4/30/2019 Implemented management decision. OIG disagreed regarding Competition In Contracting Act requirements. Final action.
A150132P4R17001	GSA's Decisions to Vacate And Renovate the Leased Federal Courthouse in Pensacola Are Based on Faulty Premises	10/25/2016	Office of the Commissioner, Public Buildings Service	001	Reanalyze options for housing the tenants of the 1 North Palafox Street courthouse. As part of this analysis, PBS should: Ensure a comparison of equivalent options is reflected; Ensure the design and renovations, new, and leased construction options meet current building standards; Ensure the designs for the new and leased court house appraiser; Ensure lease-buyout and other potential settlement costs are incorporated; and Develop and incorporate project schedules into the financial analysis that are based on historical performance of	12/7/17 Implemented management decision. GSA disagreed with the recommendation. Given the reported health concerns and the importance of the work of the Court, GSA determined that relocation was the most appropriate option to pursue. Final action.

OIG Report #	Report Title	Issue Date	GSA Office(s)	Rec #	Recommendation	Timeline Reconciliation Note
					projects with similar scope or scale.	
JE18-002	Evaluation of GSA Non- Disclosure Policy	3/8/2018	Office of Congressional and Intergovernmental Affairs	001	GSA's leadership should clarify GSA's policy on communications with Members of Congress In GSA's order on congressional and Intergovernmental Inquiries and relations.	8/30/2018 Implemented management decision. GSA disagreed, as the directive establishes policy for the office's role as a focal point for Congressional relations and communications, but is not Intended as an operational or procedural order. Final action
JE19-002	Evaluation of GSA's Management and Administration of the Old Post Office Building Lease	1/16/2019	Office of the Commissioner, Public Buildings Service	001	Before continuing to use the language [in Section 37.19 of the Old Post Office (CPO) outlease] GSA determine the purpose of the interested Parties provision, conduct a formal legal review by OGC that includes consideration of the Foreign and Presidential Emoluments Clauses, and revise the language to avoid ambiguity.	9/3/2020 Implemented management decision. GSA revised leasing program guide, training, forms, and website to address recommendation. Final action

Appendix 1: Acronyms

CBP	Customs and Border Protection
COR	Contracting Officer Representative
CSP	Commercial Sales Practices
DHS	Department of Homeland Security
DOL	Department of Labor
FACA	Federal Advisory Committee Act
FAI	Federal Acquisition Institute
FAS	Federal Acquisition Service
FDA	U.S. Food and Drug Administration
FedRAMP	GSA's Federal Risk and Authorization Management Program
FEMA	Federal Emergency Management Agency
FPDS-NG	Federal Procurement Data System - Next Generation
FPS	Federal Protective Services
FRPP	Federal Real Property Profile
G-REX	GSA Real Estate Exchange
GSA	General Services Administration
GSA IT	Office of General Services Administration's Information Technology
ICT	Information and Communications Technology
IT	Information Technology
ITP	Insider Threat Program
LAM	Lease Administration Manager
NCR	National Capital Region
NIA	National Interest Action
OAS	Office of Administrative Services
OCFO	Office of the Chief Financial Officer
OCISO	Office of the Chief Information Security Officer
OHRM	Office of Human Resources Management
OIG	Office of Inspector General
OMA	Office of Mission Assurance
OMB	Office of Management and Budget
O&M	Operations and Maintenance
PBS	Public Buildings Service
PIV	Personal Identity Verification
QASP	Quality Assurance Surveillance Plan
R	Region
SIN	Special Item Number
TDR	Transactional Data Reporting
TMF	Technology Modernization Fund
USDS	United States Digital Service
VA	U.S. Department of Veterans Affairs

